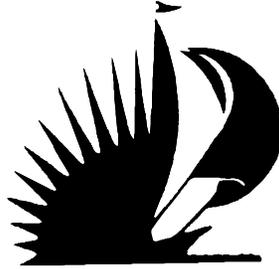


ANNUAL OPERATING BUDGET



City of Fort Lauderdale

FISCAL YEAR 1998/99

CITY COMMISSION

Mayor Jim Naugle
Vice-Mayor John E. Aurelius
Commissioner Tim Smith
Commissioner Carlton B. Moore
Commissioner Jack Latona

CITY MANAGER

Floyd T. Johnson

CITY ATTORNEY

Dennis E. Lyles

MANAGEMENT TEAM

Bud Bentley, Assistant City Manager
Pete Witschen, Assistant City Manager
Damon Adams, Director of Finance
Scott Adams, Director of Planning and Economic Development
Michael Brasfield, Police Chief
Greg Kisela, Public Services Director
Bruce Larkin, Director of Administrative Services
Otis J. Latin, Director of Fire-Rescue and Building
Tom Tapp, Director of Parks and Recreation

Fort Lauderdale City Commisioners



**Commisioner Tim Smith
Vice-Mayor John E. Aurelius**

Mayor Jim Naugle

**Commsioner Jack Latona
Commisioner Carlton B. Moore**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Fort Lauderdale,
Florida

For the Fiscal Year Beginning

October 1, 1997

Linda K. Savitsky
President

Jeffrey L. Esall
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to Fort Lauderdale, Florida, for its annual budget for the fiscal year beginning October 1, 1997. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and a communications medium. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

READER'S GUIDE

The 1998/99 Annual Operating Budget for the City of Fort Lauderdale, Florida is intended to serve four purposes:

1. The Budget as a Policy Document

As a policy document, the Budget indicates what services the City will provide during the twelve-month period beginning October 1, 1998 and why. The Budget Message in the Introductory Section summarizes the challenges facing Fort Lauderdale and how the Budget addresses them. The Executive Summary provides more detailed information such as revenue sources and trends, expenditure categories, and descriptions of all operating funds. The Department Budgets section provides major goals and objectives for each organizational unit in the City as well as some key performance measures upon which programs will be monitored.

2. The Budget as an Operations Guide

As an operations guide, the Budget indicates how services will be delivered to the community. The Department Budgets section outlines the number of authorized positions and departmental appropriations approved by the Commission for the provision of services by each department. An organizational chart is provided to show how the City is structured for efficient and effective work. Also included in the Department Budgets section is a listing of major revenues which are the responsibility of each respective department.

3. The Budget as a Financial Plan

As a financial plan, the Budget outlines how much City services will cost and how they will be funded. The Introductory Section provides an overview of the budget, including major revenue and expenditure categories. Following the Budget Message, there is a discussion of the City's accounting structure and budgetary policies. The Financial Section includes projections of the City's financial condition at September 30, 1999 and comparisons of financial activity over time. The Budget document includes appropriations from operating funds for capital improvement purposes. The total Capital Improvement Plan including bond funds is summarized in the capital section. Specific information is found in the separately published Capital Improvement Plan. However, any operating and maintenance cost impact of completed capital projects is reflected in the adopted operating budget described in this document. Information about the City's bonded debt is summarized at the end of this section. More detail can be found in the separately published Comprehensive Annual Financial Report.

4. The Budget as a Communications Device

The Budget is designed to be user friendly with summary information in text, tables and graphs. A glossary of budget terms is included in the General Information section for your reference. In addition to this reader's guide, the following table of contents and the index at the end of the book provide a listing of the various topics in the Budget document. Should you have any question about the City budget that this document does not answer, please feel free to call the Research and Budget Division at (954) 761-5425. Copies of this document are available for review at all Broward County libraries in Fort Lauderdale including Main, Riverland, Mizell Center, Fort Lauderdale, Imperial Point, and the Galt Reading Room. In addition, City financial information including the Budget Message in this document can be accessed through the internet at <http://ci.ftlaud.fl.us>.

Margaret Evan
Senior Accounting Clerk

Patricia Rupprecht
Assistant Budget Director

Terry Sharp
Assistant Finance Director

TABLE OF CONTENTS

<p><u>INTRODUCTORY SECTION</u></p> <p>1 Revised Budget Message</p> <p>4 Budget Message</p> <p>16 Executive Summary</p> <p>29 Explanation of Budgetary Policies and Basis</p> <p><u>FINANCIAL SECTION</u></p> <p>39 Introduction</p> <p style="padding-left: 20px;"><i>ALL FUNDS:</i></p> <p>40 FY 1998/99 Budget</p> <p>42 FY 1997/98 Budget</p> <p>44 Internal Services Funds</p> <p>46 Resources and Expenditures</p> <p>47 Expenditures by Object</p> <p>48 Operating Funds Budget Trends</p> <p>49 Budgeted Transfers</p> <p style="padding-left: 20px;"><i>GENERAL FUND:</i></p> <p>50 Resources by Object</p> <p>51 Expenditures by Object</p> <p>52 Resources and Expenditures</p> <p>53 Resource and Expenditure Trends</p> <p style="padding-left: 20px;"><i>ENTERPRISE & INTERNAL SERVICE FUNDS:</i></p> <p>54 Sanitation</p> <p>56 Water and Sewer</p> <p>58 Central Regional Wastewater</p> <p>60 Parking</p> <p>62 Airport</p> <p>64 Stormwater</p> <p>65 Insurance</p> <p>66 Central Services</p> <p>67 Vehicle Rental</p> <p>68 Special Revenue</p> <p>69 Debt Service</p>	<p>71 Ending Fund Balance</p> <p><u>DEPARTMENT BUDGETS</u></p> <p>73 Introduction</p> <p>74 Changes in Full-Time Authorized Personnel</p> <p>76 Administrative Services</p> <p>86 City Attorney</p> <p>90 City Clerk</p> <p>94 Citywide Organization Chart</p> <p>95 City Commission</p> <p>96 City Manager</p> <p>100 Finance</p> <p>106 Fire-Rescue and Building</p> <p>114 Parks and Recreation</p> <p>124 Planning and Economic Development</p> <p>134 Police</p> <p>142 Public Services</p> <p><u>CAPITAL IMPROVEMENT PLAN</u></p> <p>157 Introduction</p> <p>159 Funding Sources and Uses</p> <p><u>GENERAL INFORMATION</u></p> <p>165 Introduction</p> <p>166 Map of Fort Lauderdale</p> <p>167 Fort Lauderdale Statistics & Demographic Data</p> <p>169 Other Miscellaneous Information</p> <p>173 Property Tax Millage Rates</p> <p>174 Assessed Value of Taxable Property</p> <p>175 Budget Newspaper Advertisement</p> <p>176 Budget Adoption Ordinance</p> <p>178 Glossary of Terms</p> <p>183 Index</p>
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MEMORANDUM NO. 98-1676

DATE: September 18, 1998

TO: Mayor Jim Naugle
 Vice Mayor John E. Aurelius
 Commissioner Tim Smith
 Commissioner Carlton B. Moore
 Commissioner Jack Latona

FROM: F. T. Johnson, City Manager

BY: Terry Sharp, Assistant Finance Director

SUBJECT: September 23, 1998 Special Regular Agenda
 Second Budget Hearing



The second budget hearing will be held on Wednesday, September 23, at 6:00 PM. The only changes recommended to the budget summary schedule which was tentatively adopted on September 9 are changes to reflect the final budget as adopted by the Sunrise Key Neighborhood Improvement District and fine tuning of the Community Redevelopment Agency budget to ensure the Post Office lease revenue is covering the debt service costs. The revised schedule is included with this memorandum as Attachment I. (See pages 40 and 41)

The following information is provided in response to questions from the Commission at the first public hearing.

1. Status Report on Driver's Education
 Parks and Recreation has provided a report included as Attachment II. (Attachment not included in Budget Document.)
2. Lifeguards
 The lifeguard issue was included as a Conference Report on September 15 and was fully discussed. As requested by the Commission, a survey will be conducted to determine if city beaches in other Florida cities are supported by county revenue. Also, the survey will explore the extent to which volunteers are used to supplement paid lifeguards. We will get the results of the survey to you as quickly as possible.
3. County Funding for the Beach
 This has long been a desire of the Commission. The City Manager has renewed dialogue with County officials to pursue funding for Fort Lauderdale beach.
4. Fire Hydrants - Sunset Civic Association
 Public Services and Fire-Rescue staff have evaluated the fire hydrants in the Sunset Civic Association area. The neighborhood is generally well covered for fire protection with the exception of a few gaps. We believe that this situation can be rectified primarily through our water line replacement program. The expenditure with fire hydrants is basically a capital improvement program rather than a operating budget item and this will be addressed through that process.

5. Inform Sunset Civic Association of the Fire Station Location Study

A fire station location study is currently being conducted. The Fire-Rescue and Building Director will provide information to the neighborhood as soon as results are available.

6. Budget Printout Explanation

- a. Page 3 of Revenue Report re Object C40 Public Safety in Administrative Service: The revenue represents contributions from the cities of Pompano Beach and Oakland Park for the 800 Mz radio system. The reason for the significant drop in this account from the prior fiscal year is that in FY 1996/97, Oakland Park provided a one-time payment of \$800,000. The remaining amount is a recurring payment from Pompano Beach.
- b. Page 9 of Revenue Report re Object M60 Other Miscellaneous Revenue in Public Services: The amount included in this revenue category include engineering charges for work associated with capital projects, General Obligation Bond funding of engineering positions associated with the Parks Bond Program, work provided to Executive Airport operations, and maintenance work provided for other City departments outside of the General Fund. Approximately 75 percent of the revenue is attributable to the engineering work.
- c. Page 3 of Expenditure Report re Object 160 Distributive Labor in City Attorney's Office: The current year estimate represents the cost of providing legal services for the planning "to do" list. The Commission had approved contingencies for Planning and Economic Development for such purposes. The accounting provided for reimbursement of the expenditure assumed by the City Attorney's Office.
- d. Page 7 of Expenditure Report Object 410 Meetings/Schools/Dues for the City Commission: This category of expenditure (with FY 1997/98 figures) represents the City's annual membership dues for the National League of Cities (\$6,535), the Florida League of Cities (\$9,493), and the Broward League of Cities (\$14,521). The object also includes costs to attend the meetings and conferences of these organizations along with other conferences and meetings attended by Commissioners.
7. Navy League/Promotional Funding
The issue was discussed at the September 15 Conference Meeting. If the issue is not resolved at this hearing, one option is to leave the budget alone but withhold the grant to the Navy League until the concern is alleviated or resolved by the Commission at a future time.
8. Museum of Art Promotional and Cultural Funding
The Economic Development Advisory Board has recommended \$6,500 for the museum to promote its venue as a meeting facility. The grant would help offset costs related to printing and postage for promotional packages, placing an advertisement in the Greater Fort Lauderdale Meeting Planners Guide, and producing additional brochures. In 1996, the initial effort to promote the Museum as a meeting facility generated 20 new events and \$17,500 in revenue for the Museum. They estimate that the attendees also took advantage of the Museum's location on Las Olas and in total had an estimated

economic impact of \$83,000.

The Community Services Board has recommended \$2,779 for support of a season of photographic exhibits including "Herb Ritts: Work." There will be special training for docents and Broward County teachers, a lecture series, and classes for adults and children to learn and try photography.

9. Performing Arts Center Authority (PACA)

PACA receives money from the City for three purposes: the contracted share of revenue from the parking garage the City's share of net revenue from the garage (pledged to the center also by agreement), and rental revenue if the City utilizes the facilities for special events. In FY 1996/97, the total amount paid to PACA was \$614,920. Through August, the amount of money paid to PACA attributable to the City's share of the pledged net parking garage revenue is \$106,708 compared to the cap on such payments of \$110, 175.

Subsequent to the public hearing, we have received a question about the \$500,000 proposed for traffic calming in next year's budget. It was recommended as a way to implement small area plans as they are completed and identify traffic needs. Funding for other traffic improvements such as speed humps, partial street closures, and diverters could also be considered. The Commission may need to clarify the criteria for evaluating which projects are funded from this source. Additionally, the basis for City funding with or without neighborhood contribution may need clarification. The proposed budget simply provides the \$500,000 in available funds. There are a number of projects on the drawing board which do not have a firm funding source at this time. Staff will prepare a list of those projects and their projects costs for Commission review at a future conference meeting along with a recommended process for prioritization.

In addition to the approval of the City's and Sunrise Key millage rates and budgets, the Commission will be asked as the Board of Directors of the Community Redevelopment Agency (CRA) to approve the CRA budget as well.

FTJ:TLSLm

Attachments (2)



July 21, 1998

Mayor Jim Naugle
Vice-Mayor John E. Aurelius
Commissioner Jack Latona
Commissioner Carlton B. Moore
Commissioner Tim Smith

Honorable Mayor and Commissioners:

In accordance with Article IX, Section 9.2 of the City Charter, I hereby submit the proposed budget for FY 1998/99. The proposed property tax rate for operating and debt service purposes is 5.6919, which is 2.2 percent below the present tax rate of 5.8209 and will translate into no tax increase for the average homeowner with a homestead exemption.

I have often stated in previous budget messages that the budget is a continuum and with a defined plan of action we could accomplish the goals of the City Commission and our citizens while maintaining acceptable tax levels. This year's proposed budget is a good example of that continuum. As you recall, we recommended that in order to attain the goals of the Commission, we need a four-pronged approach: 1) productivity and competition, 2) expansion of the tax base through economic development and redevelopment, 3) improvement in the quality of life so that we not only maintain our present values but enhance them, and 4) transfer expenditures for services to regional providers and the County. Without each leg of this four-legged stool, we would not be able to present this budget in such a favorable light.

Tax Assessment Analysis

The booming economy has proved to be a double-edged sword for Fort Lauderdale. The tax base growth provides new construction revenue, a lower millage rate in absolute terms, and a reduction in the tax burden to completely offset increased values in real terms to the homestead property owner as shown in Tables I and II.

CITY MANAGER'S OFFICE
100 North Andrews Avenue, Fort Lauderdale, Florida 33301
Telephone (954) 761-5013, FAX (954) 761-5021

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Table I

<u>Tax Year</u>	<u>July 1st Assessed Value</u>	<u>New Construction/Annexation</u>
1998	\$11,041,122,687	\$219,590,660
1997	10,148,684,675	120,482,510
1996	9,635,986,462	70,258,720
1995	9,375,691,485	103,045,126
1994	9,204,530,702	64,842,220
1993	9,059,847,107	49,336,317
1992	8,986,150,191	95,011,682
1991	9,219,741,711	68,936,590
1990	8,758,469,188	76,210,170
1989	8,129,428,863	113,469,930
1988	7,614,260,898	124,466,120
1987	7,283,338,797	136,169,390
1986	6,744,340,170	97,856,330
1985	6,542,725,819	122,654,410

In addition to growth, the State Constitutional Amendment limits increases in taxable value of homestead property to no more than three percent or the percentage change in the Consumer Price Index -- whichever is lower. The current low inflation conditions translate to only a 1.7 percent increase and allows us to reduce the tax burden on residential property owned by long-time residents who traditionally have faced a tax burden equal to commercial and seasonal property owners.

Unfortunately on the other side of the sword, this low inflation rate, while minimizing our expenditure increases for supplies, contracts, and equipment, has also dampened the growth of revenue sources that have benefited from inflationary increases in the past. These revenues include utility and franchise sources, which represent over \$26 million in General Fund revenue. In past years, such revenue would increase to offset City expenditures and often exceed current year budget projections. With low inflation, the basis for these revenues is fairly stagnant and thus, we are not seeing the increases of the recent past. Additionally, we appear to be approaching saturation in the telephone market where we had seen significant jumps in utility taxes from cellular and long-distance carriers.

We discussed at your Budget Workshop the lower revenue in building permits due to building inspector vacancies, along with a delay in implementing the update of building permit fees recommended by an outside consultant. Fine and forfeiture citations have remained stagnant due somewhat to judicial review. In spite of these financial limitations, we have been able to present a proposed budget that calls for no increase in taxes to homeowners as shown in Table II.

Table II

Impact of Property Rates on Average Homeowner

	<u>Levied FY 97/98</u>	<u>Proposed FY 98/99</u>
Assessed Value	\$100,000	\$101,700
Homestead Exemption	<u>25,000</u>	<u>25,000</u>
Taxable Value	\$ 75,000	\$ 76,700
Operating Millage*	5.0633	5.0062
Debt Service Millage	0.7576	0.6857
Total Millage	5.8209	5.6919
Total Tax Bill	\$ 436.57	\$ 436.57

*Pursuant to s.200.065(3)(1), F.S., we will advertise a property tax increase for operations even though the average homeowner in reality will see no change bottom line.

Non-Discretionary Expenditures

Much of the increases in the General Fund budget are in non-discretionary areas. Union contracts, approved tax incentive payments, rent for delivery of City services, funding of a police officer previously grant funded, and increases in debt service account for 70 percent of the budget increase. Commission priorities can be attributed to 35 percent of the increase. Obviously, we have more expenditure increases for non-discretionary and Commission priorities than the budget increase itself. Therefore, we have had to streamline in other areas to cover these items. Other important improvements, in our professional opinion, such as better financial control for recreation and docks has been included in the budget. We have allocated 87% of our General Fund contingencies (\$2 million out of the original \$2.3 million appropriated) during FY 1997/98 for such items as the planning "to do list" for \$600,000 and \$200,000 for traffic projects, which reduces the beginning fund balance for next year's budget. We have reduced original budget requests by \$12.7 million. Recognizing that a 1% increase in property taxes brings a \$500,000 increase in revenue providing for non-discretionary expenditures alone has been a challenge.

Table III

FY 1998/99 BUDGET OVERVIEW

	<u>FY 1997/98</u>	<u>FY 1998/99</u>	<u>% Change</u>
General Fund	\$157,685,853	\$162,893,262	3.3%
All Funds	\$292,404,535	\$306,299,581	4.8%

REMINISCENCE

There is no greater testament to our success as a community than the general obligation bond projects which have been undertaken and completed in the last decade. Beginning with the ambitious 1986 bond election, the vision of the Commission and the sound projections of staff have been confirmed by the voters not only in that election but also with a new parks bond authorization in 1996. The improvements resulting from these processes have improved our quality of life and reflects the Commission's sense of the pulse of our neighborhoods: to develop a workable plan, to obtain the necessary support, and to implement and fulfill our dreams. The preliminary results of our third annual citizen survey indicates continued satisfaction with living in Fort Lauderdale and the quality of neighborhood life. Every City service in the survey received a higher satisfaction rating than prior years.

Table IV

Comparison of Satisfaction Levels in 1996, 1997, and 1998 Citizen Surveys

Percent Somewhat or Very Satisfied	1996	1997	1998
Fire Protection	60%	86%	92%
Sanitation	85%	88%	92%
Emergency Medical Services	*	80%	90%
Police	64%	85%	87%
Parks and Recreation	73%	77%	85%
Code Enforcement	52%	63%	84%
Streets	77%	74%	82%
Public Information	60%	72%	80%
Economic Development	71%	57%	75%

*Question not posed in 1996 survey.

This is but one tool to assess our progress as a community and our commitment to customer service.

We have found that by working together, we can accomplish even more than we anticipated, such as the boom of development downtown, at the beach and along Riverwalk. While we have learned that some of these externalities can be challenges to overcome, I believe that overall our efforts have resulted in an improved Fort Lauderdale poised to take on the next century.

PUBLIC SAFETY

The Commission has consistently set public safety as its highest priority while seeking to minimize the impact on the taxpayer and this budget certainly reflects this priority. We have included sufficient resources leveraged with grant dollars to have the impact of fifteen additional police officers on the street. Five will be assigned specifically to traffic and driving under the influence (DUI) enforcement. Six officers will be redeployed from administrative work duties with the anticipated receipt of grant funds to civilianize their current duties and additional technology will result in a greater impact on police presence than just the six officers. Four additional officers would be hired to supplement current downtown patrol. These four positions are contingent upon the financial participation of the Downtown Development Authority (DDA) and I have asked them to become a financial partner in this endeavor. Over the last eight years, we have increased the Police Department budget by a greater percentage than the increase in the total General Fund budget. The number of positions in the Police Department have increased while the total number of positions citywide has dropped.

<u>Full-Time Permanent Positions</u>	<u>FY 90</u>	<u>FY 98</u>
Police	765	787*
All Positions	2,303	2,224*

*Includes seventeen positions which are funded outside of the operating budget.

Obviously the 787 positions do not reflect the substantial increases we have proposed for next fiscal year.

We also are now devoting more resources to code enforcement than at the beginning of this decade. The FY90 budget for code enforcement was \$1.2 million compared to the FY98 budget which was \$1.8 million. In addition, other priorities that have a positive effect on our quality of life such as parks and recreation, beautification of medians, parks, and other public places, has placed added challenges to our operating departments.

While the General Fund budget has grown by 38 percent since 1990, the operating millage rate has only increased nine percent. Our tax roll, meanwhile, has grown by 35 percent, which supports the fact that we have purposely not taken full advantage of all the

improved value of property owned by our taxpayers. Approximately 34 percent of the growth has been in new construction (sixty percent of that coming since FY94) and much of it in non-residential development, which reduces the tax burden on the homeowner while supplying necessary capital for City service delivery. Although assessments have increased, we have minimized rates to maintain acceptable tax levels. Table IV supports this statement.

Table IV

Ten Years of Tax Rolls and Rates

Fiscal Year	Tax Roll (in millions)	New Construction (in millions)	Operating Millage	Total Millage
FY 89/90	\$ 8,200	\$ 113	4.5872	5.2005
FY 90/91	8,818	76	4.5274	5.1055
FY 91/92	9,202	69	4.6245	5.1493
FY 92/93	8,806	95	5.0257	5.5651
FY 93/94	8,871	49	5.0536	5.5651
FY 94/95	9,071	65	5.2485	5.7860
FY 95/96	9,389	103	5.3907	5.9069
FY 96/97	9,659	70	5.2570	5.7373
FY 97/98	10,080	120	5.0633	5.8209
FY 98/99 Proposed	11,041	220	5.0062	5.6919
Increase over FY90	\$ 2,841	\$ 107	0.4190	0.4914
% Change	35%	95%	9%	9%

It is difficult to list our many achievements over the last decade without overlooking some or underestimating the effort it took to reach them. However, I would like to delineate some of the areas of productivity where I am most pleased. In Police, we have made a significant effort to implement major technological improvements and community policing. Thanks to the efforts of many City departments, the Federal Bureau of Investigation has acknowledged an 18.92 percent reduction in reported Part I crimes. In Finance, we have transitioned to an on-line, real-time financial information system, improved our Moody's bond rating on Water and Sewer bonds from A1 to AA, refinanced bonds to obtain lower interest costs, and improved our customer service for bill paying. In Fire-Rescue and Building, we have melded our diverse inspection and development services into a synergistic whole and greatly expanded our capabilities to deliver emergency medical services. In Parks and Recreation, we have revitalized our facilities through the bond programs as well as programming efforts for the War Memorial and Fort Lauderdale Stadium; improved the profit margin of our cemeteries by 240 percent while maintaining quality service; met the maintenance challenge of increased usage of the beach, Riverwalk, and Mills Pond Park; and improved the visual

appeal of our entranceways and throughways with increased maintenance standards and landscaping. In Planning and Economic Development, we have revamped the zoning code, updated the City's long-range plans, increased the dockage available for boaters through two new marinas, and expanded our efforts to serve neighborhoods through capital improvements, education, and redevelopment. In Public Services, we have conducted a thorough evaluation of our sanitation services with the public, developed a workable Wingate Landfill closing process, initiated an enhanced replacement program for water and sewer infrastructure, and established a stormwater enterprise fund for long-range solution of drainage problems. In Administrative Services, we have facilitated a nationally-recognized labor/management process, migrated to a distributed information system which eases our hurdling of the year 2000, and adapted our parking systems to meet the demands of our growing economy and attractions.

EXPECTATIONS

On June 9, 1998, you identified priorities for the FY 1998/99 budget. Each issue, which would have an operating budget impact, has been addressed in this proposal.

Public Safety

Nine new officers plus six more through civilianization are included via grant funds to add to our present emphasis upon traffic accidents, drunk driving, drug intervention, and community policing. Our \$10 million police technology plan will take effect in the next fiscal year that includes the full unveiling of the pen-based mobile reporting which is scheduled for Phase I completion by the end of 1998. This is anticipated to free up significantly more time for officers to spend on varied enforcement efforts such as driving under the influence, pedestrian safety, and community policing.

We now have forty-two police employees fully dedicated to the community policing initiative. However, you have made it clear that you would like to see this initiative expanded. Therefore, I have included six grant funded civilian positions that will also allow six officers currently assigned these duties to be deployed where their full capabilities can be used in community policing. Finally, our plan calls for the addition of four new officers for patrolling areas downtown and I have requested the DDA to be our financial partner.

We are entering the final year of our current agreement with Broward County for delivery of emergency medical services; police and fire-rescue dispatch; and jail booking and space. Discussions for a new agreement have been initiated and we hope to have recommendations to you in October. The concept now being pursued would include squaring off our service boundaries to serve City and

County residents more efficiently and to establish joint power agreements with adjacent communities to operate as one service delivery system for Fire-Rescue.

Police and Fire-Rescue Overtime

Overtime budgets in Police and Fire-Rescue continue to be constantly monitored. Police overtime is due mostly to contractually-mandated court and holiday pay followed by detective and other unit call-outs, late arrests and reports, and off-duty arrests.

Since we have been actively involved in emergency rescue, we must keep our employees trained to meet medical standards. In Fire-Rescue, overtime is incurred to ensure adequate staffing while new employees are being trained as paramedics. This can take three to six months. Additionally, there has been increased turnover the past several months since Broward County has taken back twenty-six of their paramedics who had been assigned to the City. Some overtime is reimbursed through our agreement with Broward County such as detention, communications, and limited Fire-Rescue.

This budget does not increase the amount appropriated for Police and Fire-Rescue overtime. We will continue to closely monitor the situation and have challenged the two chiefs to look for ways to reduce our costs.

Police and Fire-Rescue Technology

In the current year's budget, the Commission authorized the financing of \$10 million for new technology. Bids and proposals have been solicited during this fiscal year and time is near for implementation of much of the plans outlined. The major components of this plan are: computer-aided dispatch and records management (\$3.8 million), pen-based mobile reporting for Police (\$2.2 million), office automation (\$2.1 million), imaging of Police records (\$535,000), a manpower allocation system (\$175,000), evidence and supply bar coding (\$100,000), jail management automation (\$100,000), digital photography/livescan (\$100,000), and a mobile operations simulator (\$150,000). In addition, Fire-Rescue and Building is planning a \$450,000 technology boost by leveraging dollars generated from a technology surcharge on permits to improve the building and inspections side of their operation.

Fire Station Location

The fire station location plan being developed will enable us to analyze all of our historic data on incident responses to electronically track the various types of emergency calls and in what areas of the City they are occurring. Final software programming will be completed in August which will allow the City to initiate the incident data analysis. It is estimated that the final station location plan should be complete by October. Other related activities currently taking place are the

merger of four of the fire stations into two new facilities to increase cost efficiencies and response capabilities.

Code Enforcement

In order to increase code enforcement presence in the various neighborhoods, the proposed budget includes funding for four additional code enforcement officers at a net cost of \$100,000. A total of \$200,000 has been added to Community Inspections (four positions), who along with two new building inspectors budgeted in the current year to assist with code enforcement, will be aggressively recruited to keep them filled and available for duty.

Transportation and Neighborhood Planning

A large and comprehensive transportation study of the beach area is currently underway. It is anticipated that a number of issues will require further study and refinement when the Commission revisits the beach moratorium issue. The proposed budget includes an additional traffic engineer as well as \$75,000 in funding for outside consulting to address not only beach traffic problems but those of neighborhoods as well. Funding has been included in this proposed budget to continue the temporary staff added in the current year to the "to do list". This should also provide additional capability for studying small area planning issues requested by our citizens. I have also provided for \$500,000 in contingencies for traffic calming measures to meet the citizen's expectations for neighborhood traffic solutions.

International Relations

This proposed budget includes \$35,000 in Planning and Economic Development to provide support for visitors from other countries, business contacts from overseas, and Sister Cities, International. As directed by the Commission, these funds will be leveraged with private dollars on at least a dollar-for-dollar matching basis. This funding is in addition to the \$5,000 included in the Commission budget for your expenses related to greeting foreign dignitaries.

Teen Programming

The Parks and Recreation Department has included \$208,000 in additional support for teen programming for afterschool arts and intramural programs at Stranahan, Dillard, and Fort Lauderdale High Schools as well as Sunrise and Rogers Middle Schools. We plan to expand the tennis programs for youth and adults at all tennis facilities including Bayview and George English Tennis Centers. At Holiday Park and George English Park, we will increase our teen programs and add roller hockey at Holiday Park once the appropriate facility is constructed.

Median Tree Replacement

The Parks and Recreation Department is compiling a citywide median tree replacement policy funded by the tree beautification trust fund. It is anticipated that 200 hundred trees will be replaced citywide at an estimated cost of \$20,000. In addition, the tree program of the 1996 bond issue calls for 400 trees this year and 2,000 to be planted over the next five years.

Parks Bond Projects

Many new parks bond projects will be coming on line over the next two to three years. Likewise, there will be a demand to staff and maintain these facilities in the fashion the voters expected when they were approved. In FY 1998/99, three new employees plus a summer worker are being recommended for maintenance related to Holiday Park and Riverwalk improvements at a cost of \$154,000 (including equipment).

Commission Support

In an effort to facilitate the City Commission's ACTION tracking system, an additional position has been included in the City Manager's Office. Such action will free up one position in the City Clerk's Office and the addition of another secretarial position should help to lighten the voluminous workload of the Commission.

FUTURE

In the longer term, I believe the City should continue its efforts to concentrate on the four-pronged approach I mentioned in my introductory remarks:

1). Productivity and Competition

The City will weather the ups and downs of economic fluctuations by being lean and mean with its organized delivery of service. The CALM process and the use of performance measures will help lead the way to continuous improvement. The application of technology citywide should enhance our efficiency and effectiveness with the Police Department leading the way.

2). Expansion of the Tax Base

We should continue to seek support for the beach, Riverwalk, and other areas of the City where non-residents work, vacation, and entertain but do not substantially contribute to the funding of the services provided. I urge the City Commission to maintain a strong economic development presence creating an atmosphere conducive to do business as one way to expand the tax base, and minimize the tax burden on the Fort Lauderdale homeowner.

3). Improvement in the Quality of Life

In the last eight years, we have focused on quality of life issues because a clean city is a safe city and one that everyone can enjoy. Fort Lauderdale should not lose its emphasis upon landscaping, entryways, and clean city initiatives to remain a truly "Beautiful City". Code enforcement is a high priority to our residents and the latest citizen survey provides a guide to the Commission on which problems are of utmost concern.

4). Transfer Expenditures for Services to Regional Providers

The City should continue to work out beneficial relationships with Broward County and surrounding communities to effectively deliver public safety services as efficiently as possible. We should also invite partners to join us in mutual efforts such as the State, County, or citizens outside of Fort Lauderdale. For instance, we are exploring joint service agreements with Broward County, Oakland Park, and Hollywood for fire and EMS as a way to transfer ad valorem expenses to a special service fund. Also as further example through the property tax increment, we are projecting \$720,000 in revenue to both components of the Community Redevelopment Agency (CRA) combined from Broward County and the North Broward Hospital District.

If these four features are vigorously pursued, our future looks bright because of the foundation their implementation has allowed us to lay.

OTHER RESOURCES

Besides property tax rates, the proposed budget assumes adjustments in building permits to ensure recovery of costs. There are sufficient resources within the CRA to cover our projected operating costs, as for tax increment bonds and post office financing, and provide for the partial payback to the General Fund. The budget proposal includes a 4 percent increase in water and sewer rates to provide working capital for neighborhood projects. This increase will give the City Commission the flexibility to approve any water and sewer project without delay, if needed for health reasons or requested by neighborhoods.

EMPLOYEE COMPENSATION

The second year of labor contracts provide for predetermined increases in compensation. The Fraternal Order of Police contract calls for a 3.8 percent increase in wages, \$10 more per month for health insurance, increases in longevity and retiree health insurance benefits for a projected increased cost of \$1.1 million. The International Association of Firefighters contract includes a 2 percent COLA as well as an increase in Emergency Medical Technician and Paramedic certification pay of 2.5% at an

incremental cost of \$530,000. The AFSCME contract includes a 3.5 percent wage increase and a \$10 per month increase in health insurance amounting to an additional \$990,000. I have included a 2 percent increase for Category I and II managers and a 4 percent increase in pay for all other employees who are not represented by bargaining groups.

To address pension costs and provide flexibility in retirement benefits, the budget anticipates offering a defined contribution plan for all employees, at their choice, that are not represented by a bargaining unit. A study is currently being conducted for general employees to begin an education process for possible selection.

CONCLUSION

As you are aware, I will be leaving as City Manager before this budget is implemented, however, I will continue to be a resident of Fort Lauderdale and therefore have a vested interest in assuring a continued efficient and effective municipal government. I am confident that sufficient resources have been incorporated into this proposal to meet your expectations and I appreciate all who have assisted with the preparation of this and all budget documents over the last eight years. This process is the most important, annually-recurring process, any organization undertakes.

This budget message marks my thirtieth year of public service to municipal government. Since June of 1968, I have utilized the advice of my mentor, Thomas F. Maxwell, the City Manager in Norfolk, Virginia, and I have dedicated myself to serve the elected officials who hired me and the employees I lead. I have striven to uphold the high ethical ideals of my profession while tackling the challenges of the modern city today. I am proud of all that can be accomplished when elected officials, the constituents they represent, and professional staff are able to work together as a team, with good character, for the betterment of their community. In that respect, I believe that we have much to admire in the last eight years of Fort Lauderdale city government.

We ask you to formally set the dates of September 9 and 23 at 6:00 PM for the budget public hearings as discussed at your workshop. We stand ready to respond to your questions and to assist you in adopting the FY 1998/99 budget.

Sincerely,



George L. Hanbury
City Manager

The FY 1998/99 all funds budget totals \$307.4 million. This represents an increase of approximately \$15 million or 5% more than the FY 1997/98 budget. This summary describes the budget by fund type.

GENERAL FUND

Overall, the General Fund revenue projection, including all sources, is an increase of \$6.4 million or 4% over the adopted FY 1997/98 budget. The following table summarizes the revenue picture:

REVENUE SUMMARY

<u>Resources Available</u>	FY 1997/98 Original Budget	FY 1997/98 Estimated Actual	FY 1998/99 Adopted Budget
Ad Valorem Taxes - Operating	\$ 49,221,682	49,229,000	52,815,892
Ad Valorem Taxes - Debt	7,328,856	7,349,400	7,011,022
Franchise Fees	12,002,360	12,292,360	12,337,280
Utility Taxes	24,585,000	24,860,000	25,647,870
Licenses & Permits	6,932,226	6,725,291	7,532,238
Intergovernmental	17,135,614	16,881,206	17,262,996
Charges for Services	15,613,109	15,547,489	16,841,867
Fines & Forfeitures	2,131,088	1,946,914	1,946,324
Miscellaneous:			
Interest	821,213	967,498	928,200
Leases/Rents	1,753,653	1,943,062	1,979,241
Other Miscellaneous	13,412,853	13,305,904	13,331,739
Non-Revenues:			
Working Capital Reserve	1,500,000	1,500,000	1,500,000
Carryforward	5,192,566	8,190,806	4,523,011
Transfers	55,633	997,253	396,248
Total Resources Available	\$ 157,685,853	161,736,183	164,053,928

Property Taxes - The property tax millage rate for operating purposes is 5.0062. In addition to the property tax levied for operating purposes, property taxes also include a separate debt levy which is used to pay debt service costs on outstanding General Obligation (G.O.) Bonds like the park bonds authorized by voters in November 1996. Debt service on the 1977, 1987 bonds (refunded in 1992), and 1997 bonds will be \$133,413, \$4,048,580 and \$2,884,303 and require millage levies of 0.0113, 0.3825, and 0.2733 mills respectively. The combined millage rate for these three issues is 0.6671.

Property taxes from the debt levy are shown as revenue to the General Fund and then transferred to the debt service fund. Accordingly, transfers from the General Fund to the debt service fund are budgeted in the amount of \$7,011,022. The combined operating and debt service millage rate is 5.6733.

The operating property tax rate is restricted to no more than 10 mills for municipalities. Advertising of any increase in the total levy beyond new construction or annexation is required to reference the rolled-back rate, which is the rate necessary to generate the same taxes as were received in the prior year. Below is a comparison of current millage rates for Broward County taxing jurisdictions as well as larger Florida cities:

ADOPTED OPERATING MILLAGE RATES FOR 1998/99

<u>JURISDICTION</u>	<u>MILLAGE</u>	<u>PERCENTAGE</u>
Broward County Schools	9.2390	36.7%
Broward County	7.5710	30.1%
FORT LAUDERDALE	5.0062	19.9%
North Broward Hospital	2.5000	9.9%
S. Florida Water Mgmt.	0.6970	2.8%
Hillsboro Inlet District	0.1021	0.4%
Florida Inland Navigation	<u>0.0470</u>	0.2%
	25.1623	100.0%

**FY 1998/99 Operating Millage Rates
As Adopted per \$1,000 of Taxable Value
for Florida Cities over 100,000 Population**

Jacksonville*	10.8901
Miami	10.0000
Miami Beach	7.4990
Hialeah	7.4810
St. Petersburg	7.3500
Tampa	6.5390
Hollywood	6.2999
Orlando	6.0666
Clearwater	5.1158
FORT LAUDERDALE	5.0062
Tallahassee**	3.2000

*Jacksonville, which is consolidated with Duval County, may levy up to \$2 per \$100 of value.

**Tallahassee operates its own power company. Revenues from that operation heavily subsidize their general fund.

BROWARD COUNTY CITIES - POPULATION AND MILLAGE RATES

<u>City</u>	<u>Population</u>	<u>Rank</u>	FY 98/99	
			<u>Operating</u>	<u>Millage</u>
Hallandale	31,470	15	6.9870	1
Miramar	50,058	11	6.9226	2
Pembroke Park	4,874	25	6.7500	3
Margate	49,908	12	6.7266	4
Sunrise	75,310	6	6.3500	5
Hollywood	126,522	2	6.2999	6
Dania	17,478	21	6.1000	7
Wilton Manors	11,837	22	6.0330	8
Deerfield Beach	49,384	13	5.6541	9
Sea Ranch Lakes	619	28	5.5500	10
Davie	61,813	8	5.1086	11
FORT LAUDERDALE	150,175	1	5.0062	12
Tamarac	50,792	9	4.9999	13
Oakland Park	28,200	16	4.9715	14
Cooper City	27,920	17	4.9570	15
Lauderdale Lakes	27,854	18	4.9500	16
Coconut Creek	35,949	14	4.8274	17
Lauderhill	50,198	10	4.8000	18
Pompano Beach	74,245	7	4.6893	19
North Lauderdale	27,806	19	4.4820	20
Parkland	11,268	23	4.1000	21
Hillsboro Beach	1,761	27	3.9570	22
Pembroke Pines	104,143	3	3.9034	23
Lauderdale-by-the Sea	2,985	26	3.8500	24
Lighthouse Point	10,469	24	3.7422	25
Plantation	77,450	5	3.5580	26
Coral Springs	102,916	4	3.4011	27
Lazy Lake	36	29	2.4500	28
Weston	24,910	20	1.5235	29

Franchise Fees - Franchise fees are payments made by utility companies for the privilege of constructing upon and operating within property owned by the City. The basis for the fees is provided for in long-term agreements which do not expire for several years. Florida Power and Light (FPL), which pays 82% of the \$12,337,280 estimated, remits 6% of its gross revenue derived from accounts within the City limits, less property tax and minor fees previously paid to the City. Other franchise fee payers include People's Gas, BellSouth, and Comcast Cable Television. This revenue continues to be a stable source for the City.

Utility Taxes - The City levies a 10% utility tax on electric, gas and water utility bills for customers within the City. The telecommunications rate is 7%. As with franchise fees, FPL is the largest taxpayer comprising 56% of the total. This revenue source had been growing primarily due to the expansion of cellular telephone use and the City's efforts to collect tax from area hotels for telephone fees. This year, we are seeing a market saturation and a leveling off of this revenue. The water utility tax revenue will increase by \$80,000 due to the adopted 4 percent water and sewer rate increase.

Charges for Services - This revenue is projected to increase by \$1.1 million in FY 98/99. Charges for services includes user fees for police, building inspection, planning, parks and recreation, and docks and waterways services, increased projections for special events and special facilities. Reimbursement for the Homeless Safezone will go from \$300,000 in FY 97/98 to \$75,000 in FY 89/99 with the opening of the new facility on Sunrise Boulevard and a reduction in our out-of-pocket expenditures.

License and Permit Fees - License and permit fees represent occupational and development permits. Adjustments are included for development permits to recover cost increases in revenue-supported services.

Intergovernmental Revenue - This revenue source is comprised of recurring State and County-shared revenue. The State of Florida shares motor fuel, alcoholic beverage license, cigarette, and sales tax revenue with local government on the basis of population. Broward County provides gasoline and occupational license revenue as well as reimbursement for emergency medical service costs through the Municipal Services Benefit Unit. The state-shared revenues are not showing the growth of recent years due to the low inflation rate.

Fines and Forfeitures - This revenue category includes fines for traffic violations and other City code violations. The City has seen a slight drop in these receipts due to judicial review of citation issues.

Miscellaneous Revenue - This category includes interest earnings, rents, and interfund charges. FY 97/98 included a one-time sale of radio channels (\$700,000) which will not recur in FY 98/99.

Non-Revenues - Non-revenues consist of prior year balance, and transfers from other funds. Current year balances reflect the budgeted carryforward plus additional balance identified with the closing and auditing of prior year, and encumbrances incurred last year which were outstanding at September 30, 1998. Transfers in the current year include \$420,000 from the Parking Fund for an imaging system in Fire-Rescue and Building, which will be repaid by the General Fund.

GENERAL FUNDEXPENDITURE SUMMARY BY DEPARTMENT

<u>Resources Allocated</u>	<u>FY 1997/98 Original Budget</u>	<u>FY 1997/98 Estimated Actual</u>	<u>FY 1998/99 Adopted Budget</u>
Administrative Services	\$ 6,771,986	6,516,973	7,490,588
City Attorney	1,504,816	1,553,369	1,606,532
City Clerk	681,223	781,584	682,136
City Commission	179,784	171,739	201,439
City Manager	1,410,836	1,502,062	1,538,679
Finance	2,883,750	2,865,014	3,058,412
Fire-Rescue & Building	30,145,499	31,328,150	32,022,823
Parks & Recreation	20,151,967	21,056,734	21,256,328
Planning & Economic Development	3,889,456	4,169,177	5,481,042
Police	57,038,109	57,667,662	58,502,709
Public Services	11,160,207	11,048,760	10,993,666
Other General Government	1,829,205	1,980,201	1,777,189
Operating Debt Service	1,420,946	0	0
Contingencies	2,283,631	0	2,700,000
Transfers Out	14,834,438	15,071,747	15,242,385
Year End Balance	1,500,000	6,023,011	1,500,000
<i>Total Resources Allocated</i>	<u>\$ 157,685,853</u>	<u>161,736,183</u>	<u>164,053,928</u>

Administrative Services - The budget includes a second Geographic Information Specialist, fully funded by the Capital Improvement Plan budget, to address the increasing demand for this type of service.

City Attorney - This budget includes \$34,500 for eleven new PC's and one printer to replace antiquated equipment, as well as \$10,800 for an on-line legal research database.

City Clerk - A Service Clerk has been transferred out to the City Manager's Office and a new Secretary has been added to better address the increasing demands upon this department.

City Manager's Office - A Service Clerk has been transferred in from the City Clerk's Department, an economic development position has been transferred out to Planning and Economic Development, and an Administrative Assistant has being added to further address citizen and Commissioner's requests.

Finance - An Accountant has been added to concentrate on revenue collections for Parks and Recreation and for the docks.

Fire-Rescue and Building - The budget includes \$200,000 to continue emphasis on community inspections by hiring four new inspectors. In addition, a new Electrical Inspector has been included in the budget. Another \$100,000 was added to increase clerical staffing by four positions to handle code enforcement administrative backlogs. The City continues to reimburse Broward County for the costs to provide tactical fire dispatch services at a cost of \$200,000. In anticipation of moving the administrative offices, \$64,000 was included for office space rental.

Parks and Recreation - Teen afterschool programming has been expanded to Fort Lauderdale and Stranahan High Schools as well as Rogers Middle School for an additional \$208,000, \$94,000 has been added to maintain the bermuda athletic fields, and \$61,000 has been included for Riverwalk maintenance. Included in these dollars are three Recreation Programmers, one Ballfield Groundskeeper, one Municipal Maintenance Worker II, and one Municipal Maintenance Worker III.

Planning and Economic Development - The Real Estate Division has been transferred into this department from Public Services which includes two positions, along with the transfer of an economic development position from the City Manager's Office. Two temporary Public Information Officers have been converted to permanent status. Tax incentive payments to four companies were included for a net cost of \$61,000 to further economic development efforts, and \$68,000 was added to cover the rental space for the Community Development Block Grant Program. To address neighborhood concerns, \$200,000 has been added to extend the temporary "to-do list" staff until the end of FY 1998/99 to initiate small area planning projects and \$75,000 has been included for traffic planning. Other new budget items include \$37,000 for membership dues to the Broward Alliance, \$35,000 for Sister Cities and international development, and \$14,000 for new office space rental.

Police Department - This budget reflects the transfer in of a maintenance worker from Public Services; and the addition of a Crime Analyst, a Police Officer that was previously grant funded, a Secretary, and a Communications Specialist Trainee. Four fire dispatchers have been deleted since the Fire-Rescue and Building Department has contracted with Broward County to provide fire tactical dispatch services.

Public Services - Changes in this Department include the transfer out of two positions along with the Real Estate function to Planning and Economic Development; and a maintenance worker to the Police Department. Two new Engineers were added, one for neighborhood traffic planning and the other for projects at the Executive Airport which is paying for that position. Inspection training has been enhanced by \$10,000.

Other General Fund Expenditures - This expenditure category includes items that are not attributable to City departments. Funding is provided for various social service, cultural, and promotion organizations in the community. The Community Services Board has evaluated the social and cultural applications for this funding and the Economic Development Advisory Board has reviewed the promotional proposals.

EXECUTIVE SUMMARY**OCTOBER 1998**

<u>SOCIAL ORGANIZATIONS</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>	<u>Request FY 98/99</u>	<u>Budget FY 98/99</u>
A Child's First Impression	\$ 0	0	50,000	0
Alzheimer's	3,500	4,545	6,000	3,625
Area Agency On Aging	30,492	31,071	76,287	33,801
Boy Scouts Of America	0	0	17,775	9,628
Brow Coalition for Homeless	0	0	4,500	0
Broward Homebound	5,000	5,000	6,500	4,406
Child Care Connection	20,730		0	0
Children's Diagnostic Center	3,500	3,409	4,000	0
Family Central	0	40,844	60,201	28,060
First Call For Help	0	0	12,037	7,272
Friends Of Children	0	8,409	30,000	0
Girl Scouts	3,000	3,809	8,354	6,266
Henderson Mental Health	0	0	15,000	0
Holiday Park Optimist Club	0	0	20,000	7,500
House Of Hope	5,617	5,617	See Stepping	Stones
Junior Achievement	0	0	3,200	0
Kids In Distress	7,639	5,909	10,000	8,641
Lighthouse for Blind	5,480	5,318	7,500	5,313
Links	0	0	11,000	0
Little Yankee Patriots	0	0	6,000	0
Rainbow Crusaders	4,275	4,275	8,000	0
Starting Place	6,093	2,708	12,000	7,000
Stepping Stones	0	0	5,320	0
Think Life	4,230	0	0	0
United Hearing & Deaf	4,593	0	3,750	2,865
Urban League	5,821	5,455	20,000	8,333
Wildlife Care Center	0	0	5,000	0
Women In Distress	4,684	5,000	7,500	3,646
<u>SOCIAL SERVICE TOTAL</u>	\$ 114,654	131,369	409,924	136,356

CULTURAL ORGANIZATIONS

A Child's First Impression	\$ 0	0	25,000	0
Bonnet House	4,535	4,608	5,000	3,269
Broward Archaeol. Society	4,084	0	0	0
Florida Philharmonic	2,500	0	0	0
Ft Laud Children's Theatre	5,385	7,539	9,500	5,865
Museum Of Art	0	7,903	13,500	2,779
Old Dillard Museum	4,842	0	10,000	6,731
Stranahan House	3,654	4,948	5,000	0
<u>CULTURAL TOTAL</u>	\$ 25,000	24,998	68,000	18,644

<u>PROMOTIONAL ORGANIZATIONS</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>	<u>Request FY 98/99</u>	<u>Budget FY 98/99</u>
Bailey Concert Hall	\$ 0	0	11,676	0
Bonnet House	0	0	4,045	0
Chamber of Commerce*	35,500	0	0	0
Dillard High School Task Force	0	2,500	0	0
Federal Little League	2,500	3,000	0	0
Florida Philharmonic	0	0	15,000	3,500
Fort Lauderdale Film Festival	7,000	7,000	15,000	8,500
Fort Lauderdale Billfish Tournament	0	0	10,000	0
Fort Lauderdale Players	0	0	7,000	0
International Game Fish Association	0	0	7,500	0
Metro-Broward Economic Development	5,000	5,000	7,500	5,000
Mount Olive Development Corporation	0	0	25,000	8,000
Museum of Art	0	5,000	14,495	6,500
Museum of Discovery and Science	10,000	0	0	0
Navy League	0	2,500	10,000	5,000
Opera Guild	0	0	15,000	0
Performing Arts Center Authority	0	0	25,000	4,000
Promenade in the Park	0	0	15,000	0
Sailboat Bend Civic Association	0	0	5,000	0
Sister Cities	5,000	0	0	0
Sunshine Football Classic	5,000	5,000	15,000	4,500
Whitbread Race Americas	5,000	10,000	0	0
Winterfest	10,000	10,000	25,000	10,000
PROMOTIONAL TOTAL	\$ 85,000	50,000	227,216	55,000
GRAND TOTAL ALL CONTRIBUTIONS			\$ 210,000	

*The Chamber of Commerce is funded in the Planning and Economic Development Department and no longer part of the promotional funding process.

Contingencies - This appropriation is designed to cover the need for unanticipated expenditures that may occur during the year. The base level of funding is \$1.5 million, plus \$700,000 for cost-of-living pay raises for management employees which has not yet been spread to the individual departments, and another \$500,000 for traffic calming expenditures.

Year End Balance/Working Capital : The budgeted and projected year end balance/working capital in the General Fund represents a minimum amount of working capital. The estimated amount includes the working capital plus monies to be carried forward from FY 1997/98 to FY 1998/99 from revenues above budget estimates and expenditures below appropriations.

Transfers - A transfer is an interfund transaction. A transfer into the General Fund is considered a resource. Transfers out of the General Fund represent a financial use, such as the transfer to a debt service fund for payment of principal and interest on the City's general bonded debt. The table below shows the details of the General Fund transfer.

	FY 1997/98 Original Budget	FY 1997/98 Estimated Actual	FY 1998/99 Adopted Budget
<u>Transfers In</u>			
MIU Confiscation	\$ 0	50,000	50,000
Sunshine State Construction.	55,633	427,178	107,750
Community Redevelopment	0	78,058	238,498
Parking Fund	0	442,017	0
Miscellaneous Grant Funds	0	0	0
<i>Total Transfers In</i>	<u>\$ 55,633</u>	<u>997,253</u>	<u>396,248</u>

Transfers Out

Capital Improvement Plan	\$ 3,500,000	3,619,300	3,549,062
Community Redevelopment	214,646	208,702	381,393
GOB Debt	7,328,710	7,349,400	7,011,022
Excise Tax Debt Service	3,243,858	3,268,828	1,357,163
Parking Fund	193,548	193,548	195,618
Sunshine State Debt Service	0	0	2,024,127
Vehicle Rental Fund	0	280,035	0
Grant Funds	353,676	151,934	724,000
<i>Total Transfers Out</i>	<u>\$ 14,834,438</u>	<u>15,071,747</u>	<u>15,242,385</u>

SANITATION FUND

The Sanitation Fund provides the City with refuse collection, trash transfer station, lot clearing, bulk trash collections, recycling and street cleaning services. In early FY 1998/1999 we are proceeding with enhancing our level of service in this program by providing once a week yard waste cart service to our customers. This enhanced level of service will result in the twice monthly bulk service to be adjusted to once a month. In addition, we are reducing the size of the refuse containers to encourage recycling.

Remediation of the old Wingate Landfill and Incinerator site is proceeding and based on the agreements between the City, the other Potential Responsible Parties and EPA should be able to be financed with the 6% rate increase approved by the City Commission for this purpose in April 1995.

The FY 98/99 budget for Sanitation is \$16,504,065, a decrease of \$1,287,769 or 7.2% from the FY 97/98 budget. This decrease results primarily from the one time purchase of the reduced refuse carts costing \$1,400,000 last year. Adjusting for this and other one time only purchases leaves the Sanitation Fund with a no increase in budget this year and allows us to forgo increasing rates.

WATER AND SEWER FUND

The City of Fort Lauderdale supplies water and sewer services on a regional basis for over 300,000 residents of central Broward County. Areas serviced by the City's water treatment and distribution system include Fort Lauderdale, Port Everglades, Sea Ranch Lakes, Lauderdale-by-the-Sea, Oakland Park, Wilton Manors, and portions of unincorporated Broward County, Davie, and Tamarac.

The total FY 98/99 operating budget for the Water and Sewer Fund is \$31,910,365, an increase of \$479,532 or 1.6% above the FY 97/98 budget. The increase is due to higher payment-in-lieu-of-taxes assessments which results in additional revenue for the General Fund. This slight increase was minimized by the efforts of the Public Services CALM Committee (RESCUE) to reduce operating costs while still maintaining service levels. Water and Sewer Fund reserves are sufficient to meet operational commitments with no increase in rates necessary.

The Commission has recognized the need to continue to invest in the recapitalization of the City's water and sewer infrastructure. The enhanced water main replacement program, increased levels of sewer rehabilitation and other ongoing capital needs require an increased level of transfer into the capital program. To generate funds for these future requirements, a 4.0% across-the-board water and sewer rate increase is included. As in the past, major capital dollars beyond our "pay as you go" philosophy for funding long-range projects such as water plant modifications for ozone, membrane filtration treatment, major inflow and infiltration sewer projects and finalizing the sludge residuals issue, will be generated from the proceeds of external debt instruments.

The impact of a 4% rate increase on a residential customer using 10,000 gallons of water monthly amounts to \$1.84; illustrated as follows:

4% Effect on Rates

<u>5/8 inch meter</u>	<u>Old Rate</u>	<u>New Rate</u>	<u>Increase</u>	
Water Fixed Charge	\$ 2.63	\$ 2.74	\$ 0.11	
Water Commodity				
0-3,000 gals	0.86	0.89	0.03	
4-7,000	1.47	1.53	0.06	
> 8,000	2.17	2.26	0.09	
Sewer Fixed Charge	3.06	3.18	0.12	
Sewer Commodity				
0-3,000 gals	1.99	2.07	0.08	
> 4,000	2.76	2.87	0.11	

4% Effect on Average Customer (10,000 gallons/month)

<u>5/8 inch meter</u>	<u>Old Rate</u>	<u>New Rate</u>	<u>Increase</u>
Water Charge	\$17.60	\$18.31	\$ 0.71
Sewer Charge	<u>28.35</u>	<u>29.48</u>	<u>1.13</u>
Total	\$45.95	\$47.79	\$ 1.84

CENTRAL REGIONAL WASTEWATER SYSTEM FUND

The City of Fort Lauderdale, through Large User Agreements, operates the Central Wastewater Region to provide treatment services for Fort Lauderdale, Oakland Park, Wilton Manors, Port Everglades, and parts of Tamarac. These agreements, necessitated by federal funding requirements, establish the methodology for setting rates to large users. The City Commission establishes a billing rate based upon estimated expenses for the coming fiscal year. At the close of each fiscal year, the fund is audited and the actual rate determined. If necessary, lump sum rebates or charges are made to adjust the amounts paid during the year. In the past, the rate calculated at year end has been less than the budgeted rate resulting in rebates instead of charges.

The FY 98/99 operating budget for the Central Regional Wastewater System is \$8,132,729, an increase of \$7,018 which translates to a 0% increase over the FY 1997/98 budget. Therefore, the Large User rate will remain at \$0.75 per 1,000 gallons. This rate will provide adequate revenues for the Region's needs through the end of FY 98/99.

STORMWATER MANAGEMENT SYSTEM FUND

The City's Stormwater Management program is entering its seventh year of operation. Revenues collected are used for operating expenses and capital improvements directly related to the management of stormwater, including improvements designed to increase water quality in the City's waterways. Stormwater capital funds were used this past year, for example, to fund those improvements in the Executive Airport/Fiveash Wellfield area which are directly related to water quality improvements. The FY 98/99 Stormwater operating budget is \$1,975,009, a decrease of \$439,389 or 18.2% from the FY 97/98 budget. This decrease results from a reduction of equipment purchases associated with the expansion of service levels in FY 97/98.

PARKING SYSTEM FUND

The City's parking system is comprised of three parking garages, various parking lots, and street spaces with a total of 8,969 spaces. The FY 98/99 Parking System operating budget is \$4,829,486, an increase of \$534,190 or 12.4 percent over the FY 97/98 budget.

Parking Services converted the South Beach parking lot from a pay upon entry system to a pay upon exit operation. Parking Services will be monitoring its effectiveness in reducing traffic on northbound A1A.

Carr Smith Corradino, Engineering Consultant, has examined and submitted the structural analysis of the downtown City Park garage, the City Hall garage and the Arts & Science District garage. Parking Services is working with City Engineering to proceed with the recommended repairs.

With the downtown's new and growing business and entertainment community's needs, Parking Services has extended their hour of operation in the City Park Garage to 24 hours per day, seven days per week. Parking Services is offering discounted permits to area students and business employees for nights and weekends in the City Park garage.

Parking Services is working on improving its delivery of service to its customers who utilize the Oceanside and Las Olas Intracoastal parking lots as well as the City Park garage, through the upgrading of the existing multi-space parking meters to accept credit card payment. In addition, in the Oceanside and Las Olas Intracoastal parking lots, we will be expanding the current resident parking discount program via the use of resident discount parking cards.

Parking Services is currently reviewing improving customer service with a telephone interactive voice response system ("Pay by Phone"). A telephone interactive voice response system would allow customers to pay parking citations over the telephone by credit card. This system also allows phone scheduling of appeal hearings, reporting meter malfunctions, and customer surveys.

The City is studying the expansion of the Arts and Science District garage.

AIRPORT FUND

The Executive Airport Division of the Planning and Economic Development Department develops, operates, and maintains Fort Lauderdale Executive Airport and Industrial Airpark and the Downtown Heli-stop. The FY 98/99 Airport operating budget is \$3,413,739, an increase of \$158,579 or 4.9 percent over the FY 97/98 budget. The Airport is self-sustaining, with revenue generated by land leases and fuel flowage fees. Six fixed base operators provide fueling, maintenance, and other services to over 850 based aircraft, including 84 jets and 42 helicopters. Aviation related businesses at the Airport generate an annual economic impact of over \$150 million in the community and employ over 2,100 people.

Executive Airport's 200 acre Industrial Airpark contains approximately 1.3 million square feet of office and warehouse space. Major tenants include JM Family Enterprises, Elite Panel Products, Telematics, Highwoods Properties, Liberty Trust, and Citicorp. Businesses in the Industrial Airpark generate over \$155 million a year in economic impact and employ over 2,200 people.

An option agreement was signed in 1998 with a developer to build approximately \$40 to \$45 million in office and warehouse facilities on nearly 50 acres of Industrial Airpark property. Once completed, this new development will generate approximately \$790,000 in annual lease revenue to the Airport and approximately \$1.2 million in real estate taxes.

The Airport Division, with the help of City Engineering, began construction of the new \$3 million Downtown Heli-stop. This permanent elevated Heli-stop will replace the interim ground level facility

developed across from City Hall in 1991. The new facility is scheduled for completion in early 1999 and will provide quick and easy access to Fort Lauderdale's Central Business District.

Executive Airport began a project to study the feasibility of establishing a Foreign Trade Zone (FTZ) on Airport property and in the northern and western portions of Broward County. Initial market studies have shown that there is a significant need for FTZ services in the area. This new initiative would be an important economic development tool to help attract new businesses to there. This project is projected to take approximately 18 months to complete.

The Airport operates a state-of-the-art Noise and Operations Monitoring System to implement and monitor noise abatement procedures. This system will be upgraded this year through federal and state grant funding.

Fort Lauderdale Stadium, the spring training facility for the Baltimore Orioles, and Lockhart Stadium, home of the Miami Fusion Soccer Team as of 1998, are also located on Airport property.

SUNRISE KEY NEIGHBORHOOD IMPROVEMENT DISTRICT

In accordance with State Statute regarding safe neighborhood districts, the following budget is based upon a millage rate of 1 mill.

Professional Services	\$ 1,500
Security & Other Services	21,800
Vehicle Expenses	4,200
Repair and Maintenance	1,600
General/Liability Insurance	4,000
Building Acquisition	<u>2,500</u>
Total	\$ 35,600

EXPLANATION OF BUDGETARY POLICIES AND BASIS

INTRODUCTION

The City of Fort Lauderdale is a municipality chartered under the laws of the State of Florida in 1911, with the Charter being replaced by a special act of the Florida Legislature in 1957 and substantially revised in 1984.

The Annual Operating Budget is the result of efforts by the Mayor and four City Commissioners as well as City staff to allocate limited resources to best serve the needs of the City of Fort Lauderdale. The Budget therefore reflects the policies adopted by the Commission in response to the needs and concerns communicated to them by the residents of Fort Lauderdale. A vision statement has been adopted by the Commission (page 36) which summarizes the City's long-term aspirations. The City Commission has appointed a Budget Advisory Board of residents who provide recommendations to the Commission prior to adoption of the Annual Operating Budget.

FINANCIAL STRUCTURE

The Budget is designed to coordinate with the City's accounting system in order to facilitate an orderly and expeditious transition from budget adoption to financial control. A brief explanation of the types and purposes of budgeted funds is presented below.

Governmental Fund Types

Governmental funds are those through which most governmental functions of the City are financed. The acquisition, use, and balances of the City's expendable financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. The measurement focus is on determination of changes in financial position, rather than net income.

The following are the City's governmental fund types:

General Fund - The General Fund is the general operating fund of the City. All general tax revenues and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are paid from the General Fund.

Special Revenue Funds - Special revenue funds are used to account for the proceeds of specific revenue sources (other than major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. Funds of this type in the Annual Operating Budget are the Fort Lauderdale Community Redevelopment Agency and Sunrise Key Safe Neighborhood District.

Debt Service Funds - Debt service funds are used to account for the annual payment of principal, interest, and other expenditures on general long-term debt, other than bonds payable from the operations of the enterprise funds. Funds of this type in the Annual Operating Budget are General Obligation Bonds, Excise Tax Bonds, Sunshine State Governmental Financing Commission, and Tax Increment Revenue Bonds.

EXPLANATION OF BUDGETARY POLICIES AND BASIS

Capital Projects Funds - Capital projects funds are used to account for financial resources segregated for the acquisition or construction of major capital facilities other than those financed by enterprise operations. While the Annual Operating Budget includes the contribution to these funds from operating sources, the specific appropriations for these funds are only summarized in this document and are included in detail in a separate Capital Improvement Plan which is separately adopted by the City Commission.

Proprietary Fund Types

Proprietary funds are used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector. The measurement focus is on determination of net income. The following are the City's proprietary fund types:

Enterprise Funds - Enterprise funds are used to account for operations that provide a service to citizens, financed primarily by a user charge, and where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability or other purposes. Funds of this type in the Annual Operating Budget include Sanitation, Water and Sewer, Central Regional Wastewater System, Parking System, Executive Airport, and Stormwater Management.

Internal Service Funds - Internal service funds are used to account for the financing of goods or services provided by one department to other departments of the City or to other governmental units. Funds of this type in the Annual Operating Budget are Insurance (Risk Management), Central Services (Print Shop, Radio and Telecommunications, and Central Stores), and Vehicle Rental (Fleet Management).

Other Fund Types

In the City's accounting system, there are other fund types which are not included in the Annual Operating Budget. These funds are fiduciary funds and account groups.

Fiduciary Funds - Fiduciary funds are used to account for assets held by the City in a trustee capacity for individuals, private organizations, other governmental units, and/or other funds. Funds of this type include the Cemeteries General Reserve Endowment and Perpetual Care Funds, General Employees' and Police/Fire Pension Funds, the Arts and Science District Garage, and Deferred Compensation. The Annual Operating Budget reflects the operating budget contributions to the pension plans and deferred compensation. The City contributes no money to the cemeteries funds because the function has been privatized and the Arts and Science District Garage, while managed by the Parking staff in Administrative Services, is handled as a separate function on behalf of the Performing Arts Center Authority and the Downtown Development Authority.

Account Groups - Account groups are used to establish accounting controls and accountability for the City's general fixed assets and its general long-term debt. The City's account groups are General Fixed Assets and General Long-Term Debt. The Annual Operating Budget provides for the initial purchase and on-going maintenance of fixed assets. The Annual Operating Budget does not include compensated absences but does reflect the annual principal and interest amounts (debt service) on bonded debt.

EXPLANATION OF BUDGETARY POLICIES AND BASIS

BASIS OF BUDGETING

The budget is adopted on a basis consistent with generally accepted accounting principles (GAAP) with the following exceptions:

- Advances from other funds are presented as revenues.
- Encumbrances, advances to other funds, and principal on long-term debt of the proprietary funds are presented as expenditures or expenses.
- Depreciation and compensated absences are not budgeted.

The GAAP basis of accounting for governmental funds is modified accrual. Under the modified accrual basis, revenues are recognized when they become susceptible to accrual, i.e., measurable and available to finance the City's operations. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures (decreases in net financial resources) are recognized in the accounting period in which the related fund liabilities are incurred as long as it is measurable. An exception to this is long-term debt and the long-term portion of accumulated compensated absences and longevity pay, which are recognized when due.

In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used as a guide. There are, however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to purpose of expenditure and are usually revocable only for failure to comply with prescribed compliance requirements. The resources are reflected as revenues at the time of receipt or earlier if susceptible to accrual.

The major utility and franchise taxes are recorded as revenues when earned. Licenses and permits, fines and forfeitures, charges for services, and other revenues (except investment earnings) are recorded as revenues when received in cash because they are generally not measurable until actually received. Property taxes are recorded as revenues in the fiscal year levied, provided they are collected in the current period or within sixty days thereafter. Those remaining uncollected are recorded as deferred revenues. Investment income is recorded as revenue when earned. Special assessments are recorded as revenues only to the extent that individual installments are considered available.

The accrual basis of accounting is utilized by proprietary funds and pension and nonexpendable trust funds. Under the accrual basis, revenues are recognized in the accounting period in which they are earned, if objectively measurable, whether collected sooner or later. Expenses, not expenditures, are recognized when the benefits of costs incurred are deemed to have been consumed or expired. Long-term liabilities are accounted for through those funds. Depreciation of fixed assets are recorded in the accounts of these funds as well.

DEVELOPMENT PROCESS

The budget process is guided by direction from the City Commission as it strives to meet the needs of the community at a reasonable price. Every Commission meeting involves deliberation about what services the City should provide, at what level, and at what price. The decisions made by the Commission throughout the year provide a general path for the budget deliberations to follow. City employees provide the

EXPLANATION OF BUDGETARY POLICIES AND BASIS

perspective of professionals as to the most efficient and effective way to implement Commission policy. Residents have the opportunity to express their preferences for City services and funding mechanisms through formal budget public hearings as well as individual agenda items during the year. In addition, a Budget Advisory Board, comprised of residents and appointed by the Commission, meets regularly to develop recommendations for the budget.

The budget process is comprised of five stages: forecast, request, review, adoption, and monitoring. These steps often overlap one another because we are always operating in one fiscal year while working on the next and there are many participants involved in the process.

The forecast stage is the beginning step in the development of the next year's budget. In December, budget staff outline the options for the upcoming budget process using the City's Vision Statement (page 36) as an overall guide of the City's general direction. After review by the Assistant City Managers, a forecast of the General Fund for the next fiscal year is prepared. That forecast is typically presented to department heads and the City Manager in February. Based upon their review, the forecast is refined and the budget process is finalized with input from departmental budget coordinators. The forecast is presented to the City Commission traditionally in April or May at the same time that the Commission provides their priorities for budget development.

The request stage involves many participants. The Commission has delegated responsibility for recommendations related to community groups to the Community Services Board and the Economic Development Advisory Board. Budget staff meets with these advisory bodies in January to outline the options for the request process and establish a timetable. In February for social /cultural requests, and in March for promotional projects, the boards solicit requests from community groups. In February, departments are asked to submit proposals for reorganizing or utilizing temporary and part-time help. In March, budget staff provide training to approximately one hundred employees who will be involved in preparing their own department's budget requests. In April, all departments prepare their proposals using on-line budget preparation software and completing justifications on electronic forms. The information assembled also includes revenue projections for each department's area of responsibility.

The review stage provides for the evaluation of budget requests that have been submitted. Budget staff review the reorganization and position change proposals in March and load any changes into the automated payroll projection system. At this same time, the advisory boards are reviewing the community group proposals. In May, the City Manager conducts formal budget reviews with each department to better understand their priorities and requests. In June, the management team (City Manager, Assistant City Managers, and department heads) meet, sometimes frequently, to hammer out the decisions necessary to prepare a proposed, balanced budget. Final decisions are made in July so that the City Manager can present his Budget Message to the Commission per City Charter requirements. The Budget Advisory Board, appointed by the Commission, reviews the City Manager's budget and applies the results of their year-long research in making their recommendations to the Commission in August. In September, the Commission may hold a special budget workshop or discuss budget options at their first public hearing.

The adoption stage is the final step in the development of the budget. It begins with the recommendation of the advisory boards for funding community groups. These generally are transmitted in May or June. The City Manager presents a comprehensive proposal for the coming fiscal year. In July, the Commission accepts the City Manager's proposal and directs that a preliminary millage rate be calculated and forwarded to Broward County for inclusion in the State-required "Truth in Millage" (TRIM) notice sent to all property owners. The TRIM notice is sent in August and provides the taxpayer with the taxable value

EXPLANATION OF BUDGETARY POLICIES AND BASIS

of their property, the proposed millage rates for all taxing jurisdictions, and the date, time, and location for the first public hearings. The City Commission holds the first hearing and tentatively adopts the millage rates and the budget. A TRIM advertisement is placed in the City's newspaper of record before the final public hearing. That advertisement provides a budget summary, information about the final public hearing, and a notice of tax increase if applicable. The Commission holds the final public hearing and then adopts the final millage rates and the budget.

The monitoring stage really occurs year round. In October, staff load the adopted budget amounts into the automated financial system for implementation of the budget. In addition, authorized positions are rolled into the payroll/personnel system to provide the guideposts for hiring. The budget document is prepared to reflect the plans approved by the Commission. The adopted millage rate is transmitted to Broward County for preparation of billing and collection. The City Manager's Office in conjunction with budget staff determine the appropriate monitoring procedures for the fiscal year (i.e. approval process for budgeted purchases, review of budget shifts within a single department's budget). All during the fiscal year, departmental and Finance Department staff review purchase and personnel requisitions, have access to financial information on-line real-time, and monitor Commission agendas for financial impacts. During this past fiscal year, staff prepared periodic budget status reports which highlighted revenue, expenditure, and performance measure status to date. Toward the end of the fiscal year, the Commission considers budget amendments to reflect adjustments in appropriations necessary based upon actual expenditures during the year.

Refer to pages 37 and 38 for a summary of the budget process and calendar.

AMENDMENT PROCESS

After the budget has been adopted in September, there are two ways that it can be modified during the fiscal year.

For changes within a department's appropriation within the same fund, the City Manager has the authority to authorize changes. The Assistant City Managers review all purchases which require an adjustment of \$1,000 or more. A formal process has been utilized for many years for capital outlay in particular. An administrative adjustment process is being implemented which will require similar review of all expenditures. As the budget process gets underway, departments prepare estimates for current year expenditures. As they are submitted to the budget office, they become the guidepost for all subsequent purchases regardless of the original appropriation. Such estimates are prepared initially in April and revised in June and August.

For modifications which cross departmental and/or fund lines, only the City Commission can approve such changes. This process includes allocation of budgeted General Fund contingencies. The request is placed on a regular consent agenda and requires a majority vote of the Commission.

CAPITAL IMPROVEMENT PLAN

Expenditures for capital improvements are not included directly in the operating budget. The Annual Operating Budget includes and identifies amounts to be transferred to capital project funds from operating sources. The appropriations for capital improvements are budgeted as part of the Capital Improvement

EXPLANATION OF BUDGETARY POLICIES AND BASIS

Plan (CIP) and prepared and approved separately. A Capital Improvement Program Committee, consisting of department heads and the Assistant City Managers, meets on a regular basis to oversee a five-year CIP, which is updated and presented yearly to the City Commission for approval. A separate CIP document is available which details each project, its purpose, funding sources, timetable, and its effect on future operating budgets. The first year of the CIP is referred to as the capital budget. The CIP and Annual Operating Budget are closely linked as the budget assumes the cost of maintaining and operating new facilities as they are constructed within the CIP. The department representative on the CIP Committee is responsible for incorporating any needed funding for completed projects into the operating budget. Capital projects are budgeted and accounted for in a number of funds. A summary of the CIP is provided beginning on page 157.

There are many differences between the operating budget and the capital budget. The operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all City services, but does not result in the addition of major, physical assets for the community. The capital budget includes one-time costs for projects that may last several years and result in major physical assets being added in the community.

DEBT POLICY AND ADMINISTRATION

There is no statutory or charter debt limitation. The City has established its own policies regarding the utilization of debt instruments. Debt is used for a variety of purposes and in a variety of ways. The principal use of debt by the City has been for making capital expenditures. Because the use of public capital stretches over many years, it is appropriate that those who enjoy the benefits should also pay the costs. This general principle of intergenerational equity, however, must be applied cautiously. The public capital of one generation may be regarded as a dubious asset by the next. Why should those who did not choose to make the expenditures pay for them? Any capital expenditures, the continuing merit of which is in doubt, might more appropriately be paid for by those who chose to make the expenditure. Moreover, this reservation accords with financial conservatism as a public debt based on unwanted capital expenditures is not of very good quality. Another more pragmatic qualification to this general principle is that short-lived capital expenditures may be more easily and appropriately fitted into current budgets than paid for by borrowing.

The solid financial position of the City along with application of the most current financial management practices has permitted the City to obtain very favorable bond ratings and, consequently, lower interest rates. The City has adopted the following policy statements as guidelines for the use of debt:

1. No borrowing of short-term debt for support of routine operations is to be used unless borrowing can be obtained at a lower rate of interest than invested funds and funds are not available for the routine operations.
2. Debt payment shall not exceed the anticipated useful life of an improvement and in no case exceed 30 years.
3. Bond issues shall be scheduled to level annual debt service requirements so that borrowing costs are minimized. This may be modified based on the express purpose of spreading improvement costs equally over a long period of time so that future citizens become responsible for portions of the cost.
4. Efforts shall be made to maintain or improve the City's bond rating.

EXPLANATION OF BUDGETARY POLICIES AND BASIS

5. With each bond offering and at least annually, the City shall fully disclose its financial position and fiscal management practices.

The following policy statements have been adopted by the City as operating guidelines for the level of debt for all direct non-self-supported debt:

1. Direct, non-self-supported debt shall not exceed 3% of assessed valuation.
2. Direct, non-self-supported debt shall not exceed \$750 per capita.
3. Direct, non-self-supported and overlapping debt shall not exceed 5% of assessed valuation.
4. Annual debt service requirements shall not exceed 10% of the annual budget.
5. Average annual bond maturities shall not exceed 15 years.
6. Where required, debt services equal to the highest scheduled principal and interest payment shall be maintained (except assessment debt) or debt service reserve insurance will be obtained.

A summary of the City's outstanding long term debt related to capital improvement (except assessment debt) as of October 1, 1998 is as follows :

	Bonds <u>Outstanding</u>	Interest Rate <u>Range</u>	Final <u>Maturity</u>	<u>BOND RATING</u>	
				<u>Standard & Poor's</u>	<u>Moody's</u>
General Obligation	\$ 62,900,000	4.00 - 7.00	2017	AA	Aa3
Excise Tax	30,575,000	2.50 - 6.60	2007	A+	A1
Water and Sewer	21,630,000	7.60 - 8.70	2001	AA-	Aa2
Tax Increment	5,950,000	4.70 - 6.20	2012	AAA	Aaa
Sunshine State Loan	<u>16,710,000</u>	Variable	2018	N/A	N/A
TOTAL	\$137,405,000				

General Obligation Bonds are secured by the full faith and credit of the City. The outstanding General Obligation Bonds will be repaid from ad valorem taxes or by the Water and Sewer Fund since a portion of the bonds in this latter category were issued to finance a portion of the City sewer system. The Excise Tax Bonds are secured by a pledge of certain utility service, cigarette, and franchise taxes. Water and Sewer Bonds are secured by a pledge of net revenues of the City's Water and Sewer System. Tax increment bonds are secured by property taxes and a secondary pledge of Parking revenue. Their bond rating is insured.

FUND BALANCE POLICY

The City of Fort Lauderdale has established a practice of maintaining and ensuring minimum levels of fund balance. In the General Fund, the City budgets \$1.5 million as working capital in addition to a base level of \$1.5 million for contingencies. The amount of the budgeted fund balance is set by the Commission considering the need for unreserved, undesignated amounts against the political consideration of a reasonable property tax levy. In the enterprise funds, provision is made for operating working capital on top of amounts for debt service and replacement reserves.

VISION STATEMENT

CITY OF FORT LAUDERDALE

In 1995, Fort Lauderdale citizens met as an American Assembly to take part in the process to develop the strategic guide for the City into the 21st century. The Assembly's objectives, to continue the forward momentum gained by the City's 1994 mission and to address current and future challenges, resulted in this vision:

Fort Lauderdale, the "Venice of America", is a tropical paradise. Its beauty makes it truly distinctive, and the City offers residents and visitors a lasting warm and congenial lifestyle. Fort Lauderdale has become a model for other communities, which emulate not only its citizen involvement, but also its commitment to communication and participation in community planning.

Working relationships with other municipalities and agencies are strong, as we share information and resources for our mutual benefit, coordinate key services, and resolve current and future social service issues. Fort Lauderdale is a model of intergovernmental cooperation.

As the region's natural leader, Fort Lauderdale's prosperous commerce center is considered the hub of South Florida. The City is the governmental, financial and cultural center of the region. Its environment attracts and retains desired business and industry through well-trained, educated workers, available facilities, and other enhancements that encourage desirable development. Our downtown, with corporate headquarters, cultural aspects and amenities along the New River, uptown's dynamic business center, executive airport, an industrial commerce center, as well as our world renowned beach, provide a desirable setting for families to live, work and play.

Partnerships make it possible for Fort Lauderdale to achieve its successes. The high level of cooperation among residents, businesses, schools, religious organizations and the City allow the planning and implementation of programs that enhance the quality of life. Innovative projects have provided solutions to social and safety issues, such as homelessness and community policing. Quality of life, growth management and resource identification and allocation strategies have also been developed. Neighborhood organizations provide a voice for every household throughout the City. The network of neighborhood associations is a family that shared resources, collaborates with other organizations, and provides leadership to empower our entire City. Revitalization of the northwest and other areas of the City has transformed neighborhoods at risk into vibrant centers of economic and cultural richness.

Fort Lauderdale has attracted a diverse population and maintained a hometown feeling even as it provides improved access into and through the City. Neighborhoods are preserved and connected through improved streets and a network of pedestrian and bike paths. Our streetscape and natural habitat are sustained through our urban tree canopy, a source of great pride to the City. Public parks and recreation open space needs are met as we continue our focus on environmental awareness and responsibility. With unsurpassed natural beauty, our waterways provide commerce, employment and recreational activities. Water quality standards are among the highest in the country.

The unique needs of Fort Lauderdale's neighborhoods are met by a highly competitive urban school system, with facilities and resources which reflect the community's total commitment to excellence in education. Standards of excellence ensure students are prepared for life outside the classroom; parents and administrators are accountable for success. The City and the community, through commitments and bonds with educational institutions at all levels, have ensured a quality education is available to everyone.

The City is using rapidly changing technology to provide instant access to information and increased citizen awareness on many levels. We are recognized as one of the safest and cleanest cities in the United States, with residents and businesses creating a clean, safe environment in partnership with the City. Fort Lauderdale is truly a model City for the 21st century.

Budget Process

<u>Month</u>	<u>Forecast Stage</u>	<u>Request Stage</u>	<u>Review Stage</u>	<u>Adoption Stage</u>	<u>Monitoring Stage</u>
OCT					Load Budget/FAMIS Roll Positions Prepare Budget Document Transmit Millage Monitoring Procedures Budget Adv. Board Mtgs
NOV					On-Line Review Review Requisitions Commission Agendas Publish Budget Document Budget Adv. Board Mtgs
DEC	Outline Process				On-Line Review Review Requisitions Commission Agendas Budget Adv. Board Mtgs
JAN	Prepare Forecast	Staff Meets with Advisory Boards for Community Group Funding Procedures			Budget Adv. Board Mtgs Budget Coordinators Mtg Review Requisitions Commission Agendas
FEB	Present Forecast to Department Heads	Reorganizations Position Changes Community Group Proposals			On-Line Review Review Requisitions Commission Agendas Budget Adv. Board Mtgs
MAR	Firm up Process Refine Forecast	Train Staff Load Reorganizations	Review Reorgs Community Group Presentations		On-Line Review Review Requisitions Budget Adv. Board Mtgs
APR	Prepare for Commission Workshop	Department Requests		Advisory Boards Recommendations	On-Line Review Review Requisitions Budget Adv. Board Mtgs
MAY	Commission Workshop		City Mgr Reviews Adjust for Commission Priorities	Commission Hears Advisory Boards Recommendations	On-Line Review Review Requisitions Budget Adv. Board Mtgs
JUN			Management Team Meetings		Revised Dept Projections Budget Adv. Board Mtgs
JUL			Balance the Budget	City Mgr Message Tentative Adoption	Budget Adv. Board Mtgs
AUG			Budget Adv. Board Recommendations	TRIM Notice	Revised Departmental Projections
SEP			Commission Workshop	Public Hearings TRIM Ad Final Adoption	Budget Amendments

**BUDGET PREPARATION AND IMPLEMENTATION CALENDAR
FY 1998/99 OPERATING BUDGET**

Date: 1997

Activity

- | | |
|--------------------------|--|
| December 4 | Departmental Budget Coordinators meeting to outline FY 1998/99 process. |
|
 | |
| <u>Date: 1998</u> | |
| January 12 | Community Services Board discusses upcoming social/cultural funding process. |
| January 26 | Economic Development Advisory Board discusses upcoming promotional process. |
| February 2-23 | Departments meet with City Manager and Assistant City Managers. |
| February 12 | Departments begin preparation of reorganizations, position changes, and temporary/part-time requests for FY 1998/99. |
| February 10 | Budget Office presents preliminary budget forecast to department heads. |
| March | Training takes place for budget preparers. |
| April | Departments prepare budget requests. |
| April 13 | Community Services Board adopts recommendations for social/cultural funding. |
| May | City Manager conducts budget reviews with each department. |
| June 23 | Economic Development Advisory Board adopts recommendations for promotional funding. |
| June 9 | City Commission Budget Workshop at Holiday Park. |
| July 1 | Broward County Property Appraiser certifies the property tax roll. |
| July 21 | City Manager presents his proposed budget. |
| August | Broward County distributes Truth in Millage (TRIM) notices to all property owners. |
| September 9 | City Commission holds first public hearing and tentatively adopts millage rate and budget. |
| September 19 | City advertises budget in newspaper of record to meet TRIM requirements. |
| September 23 | City Commission holds second public hearing and adopts final millage rate and budget. |
| October 1 | Beginning of the FY 1998/99 fiscal year. |

FINANCIAL SECTION

INTRODUCTION

For FY 98/99 the adopted budget is \$307,380,349. The following pages reflect this budget information in tables and graphic format. An all-fund summary for FY 98/99 is presented showing revenues by source, expenditures by department, and transfers. In addition, a similar table is included for FY 97/98 for comparative purposes. These are then followed by detailed information, as listed below, regarding resources, expenditures and transfers. Where applicable, information includes actual expenditures and revenues for FY 96/97, both budgeted and estimated actual and variance for FY 97/98 and then the budget for FY 98/99. The budget for FY 97/98 in the tables is the revised budget comprised of the budget adopted by the Commission, plus prior year encumbrances, plus adjustments approved by the Commission. The “Percent Change Increase (Decrease)” column in the tables compares the adopted FY 98/99 budget to the FY 97/98 estimated actual expenditures.

The detailed information provided in this section includes:

All Funds

Charts comparing Resources for All Funds as a percentage of total resources for the FY 98/99 budget and a comparison of citywide Expenditures for All Funds, by department.

Table of All Funds Expenditures By Object, the citywide classification of expenditures identifying the type of commodity purchased or kind of service rendered.

Operating Funds Budget Trends.

All Funds Budgeted Transfers for FY 98/99.

General Fund

Table of General Fund Resources By Object.

Table of General Fund Expenditures By Object.

Charts comparing General Fund Resources and Expenditures (original budget) by department.

Charts reflecting five-year trends for General Fund Resources and Expenditures.

Other Funds

Fund schedule and trend charts of resources and expenditures for Sanitation, Water and Sewer, Central Regional Wastewater System, Parking and Airport.

Fund schedules for Stormwater and Internal Service Funds (Insurance, Central Services and Vehicle Rental Funds).

Fund schedules for Special Revenue and Debt Service Funds.

Chart and Table of Debt Service Requirements.

Charts reflecting trends in Ending Fund Balances.

City of Fort Lauderdale
 Adopted Budget
 Fiscal Year 10/1/98 - 9/30/99

	<u>Debt Service Funds</u>				
	General Fund	Community Redevelopment	Sunrise Key	General Obligation Bonds	Sunshine State
Estimated Revenues and Other Resources Available:					
Taxes	\$ 97,812,064	-	42,027	-	-
Licenses and Permits	7,532,238	-	-	-	-
Intergovernmental	17,262,996	719,910	-	-	-
Charges for Services	16,841,867	-	-	-	-
Fines and Forfeitures	1,946,324	-	-	-	-
Other	16,239,180	173,957	850	1,325	1,000
Prior Year Carryforward (Balances)	6,023,011	36,807	37,629	-	-
Required Transfers In	-	381,393	-	7,011,022	3,517,807
Discretionary Transfers In	396,248	602,233	-	-	-
Required Reserves - Beginning	-	40,083	-	253,949	100,000
<i>Total Resources Available</i>	<u>\$ 164,053,928</u>	<u>1,954,383</u>	<u>80,506</u>	<u>7,266,296</u>	<u>3,618,807</u>
Expenditures and Other Resources Allocated:					
Administrative Services	\$ 7,490,588	-	-	-	-
City Attorney	1,606,532	-	-	-	-
City Clerk	682,136	-	-	-	-
City Commission	201,439	-	-	-	-
City Manager	1,538,679	101,866	-	-	-
Finance	3,058,412	-	-	-	-
Fire-Rescue and Building	32,022,823	-	-	-	-
Parks and Recreation	21,256,328	-	-	-	-
Planning & Economic Development	5,481,042	261,880	-	-	-
Police	58,502,709	-	-	-	-
Public Services	10,993,666	-	-	-	-
Other General Government	1,777,189	-	35,600	-	-
Debt Service	-	169,232	-	7,066,296	3,368,807
Contingencies	2,700,000	-	2,400	-	-
Anticipated Year End Balance	1,500,000	78,211	42,506	-	-
Required Transfers Out	10,773,705	602,233	-	-	-
Discretionary Transfers Out	919,618	238,498	-	-	-
Capital Transfers Out	3,549,062	462,380	-	-	-
<i>Total Expenditures/Expenses</i>	<u>\$ 164,053,928</u>	<u>1,914,300</u>	<u>80,506</u>	<u>7,066,296</u>	<u>3,368,807</u>
Required Reserves - Ending	-	40,083	-	200,000	250,000
<i>Total Resources Applied</i>	<u>\$ 164,053,928</u>	<u>1,954,383</u>	<u>80,506</u>	<u>7,266,296</u>	<u>3,618,807</u>

Ad Valorem Property Tax Rates:	Rates:
General Fund - Operating	5.0062
1977 General Obligation Bonds	0.0113
1987 General Obligation/1992 Refunding Bonds	0.3825
1997 General Obligation Bonds	<u>0.2733</u>
<i>Total Rate</i>	<u>5.6733</u>

Debt Service Funds		Enterprise Funds					Total
Excise Tax Bonds	Tax Increment Bonds	Sanitation	Water and Sewer	Stormwater	Parking System	Airport	Operating Funds
-	-	-	-	-	-	-	97,854,091
-	-	-	-	-	-	-	7,532,238
-	-	-	-	-	-	-	17,982,906
-	-	17,059,922	58,334,099	2,980,000	4,404,500	1,094,325	100,714,713
-	-	-	-	-	2,140,000	-	4,086,324
125,000	-	193,300	3,497,042	360,000	349,500	2,892,201	23,833,355
-	-	1,295,045	7,369,933	2,356,414	541,865	4,718,637	22,379,341
2,168,768	602,233	-	-	-	-	-	13,681,223
-	-	-	-	-	195,618	-	1,194,099
-	-	1,860,363	13,770,324	-	2,097,340	-	18,122,059
<u>2,293,768</u>	<u>602,233</u>	<u>20,408,630</u>	<u>82,971,398</u>	<u>5,696,414</u>	<u>9,728,823</u>	<u>8,705,163</u>	<u>307,380,349</u>
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	4,829,486	-	12,320,074
-	-	-	-	-	-	-	1,606,532
-	-	-	-	-	-	-	682,136
-	-	-	-	-	-	-	201,439
-	-	-	-	-	-	-	1,640,545
-	-	-	-	-	-	-	3,058,412
-	-	-	-	-	-	-	32,022,823
-	-	-	-	-	-	-	21,256,328
-	-	-	-	-	-	3,413,739	9,156,661
-	-	-	-	-	-	-	58,502,709
-	-	16,528,991	40,113,480	1,975,009	-	-	69,611,146
-	-	-	-	-	-	-	1,812,789
2,293,768	602,233	-	3,554,521	-	1,498,107	-	18,552,964
-	-	-	-	-	-	-	2,702,400
-	-	1,298,276	8,910,812	2,381,405	401,657	4,941,424	19,554,291
-	-	-	-	-	-	-	11,375,938
-	-	-	1,500,000	-	602,233	-	3,260,349
-	-	-	14,886,200	1,340,000	300,000	350,000	20,887,642
<u>2,293,768</u>	<u>602,233</u>	<u>17,827,267</u>	<u>68,965,013</u>	<u>5,696,414</u>	<u>7,631,483</u>	<u>8,705,163</u>	<u>288,205,178</u>
-	-	-	-	-	-	-	-
-	-	2,581,363	14,006,385	-	2,097,340	-	19,175,171
<u>2,293,768</u>	<u>602,233</u>	<u>20,408,630</u>	<u>82,971,398</u>	<u>5,696,414</u>	<u>9,728,823</u>	<u>8,705,163</u>	<u>307,380,349</u>

City of Fort Lauderdale
 Adopted Budget
 Fiscal Year 10/1/97 - 9/30/98

	<u>Debt Service Funds</u>				
	General Fund	Community Redevelopment	Sunrise Key	General Obligation Bonds	Sunshine State
Estimated Revenues and Other Resources Available:					
Taxes	\$ 93,137,898	-	40,770	-	-
Licenses and Permits	6,932,226	-	-	-	-
Intergovernmental	17,507,056	398,160	-	-	-
Charges for Services	15,280,856	-	-	-	-
Fines and Forfeitures	2,131,088	-	-	-	-
Other	15,948,530	2,700	850	700	-
Prior Year Carryforward (Balances)	6,692,566	38,339	27,397	-	-
Required Transfers In	-	214,646	-	7,328,710	589,183
Discretionary Transfers In	55,633	722,611	-	-	-
Required Reserves - Beginning	-	-	-	171,606	299,186
<i>Total Resources Available</i>	<u>\$ 157,685,853</u>	<u>1,376,456</u>	<u>69,017</u>	<u>7,501,016</u>	<u>888,369</u>
Expenditures and Other Resources Allocated:					
Administrative Services	\$ 6,771,986	-	-	-	-
City Attorney	1,504,816	-	-	-	-
City Clerk	681,223	-	-	-	-
City Commission	179,784	-	-	-	-
City Manager	1,410,836	103,842	-	-	-
Finance	2,883,750	-	-	-	-
Fire-Rescue and Building	30,145,499	-	-	-	-
Parks and Recreation	20,151,967	-	-	-	-
Planning & Economic Development	3,889,456	152,210	-	-	-
Police	57,038,109	-	-	-	-
Public Services	11,160,207	-	-	-	-
Other General Government	1,829,205	-	33,500	-	-
Debt Service	1,420,946	117,428	-	7,291,016	760,500
Contingencies	2,283,631	-	4,500	-	-
Anticipated Year End Balance	1,500,000	30,000	31,017	-	-
Required Transfers Out	10,787,214	683,241	-	-	-
Discretionary Transfers Out	547,224	-	-	-	-
Capital Transfers Out	3,500,000	289,735	-	-	-
Total Expenditures/Expenses	<u>\$ 157,685,853</u>	<u>1,376,456</u>	<u>69,017</u>	<u>7,291,016</u>	<u>760,500</u>
Required Reserves - Ending	-	-	-	210,000	127,869
<i>Total Resources Applied</i>	<u>\$ 157,685,853</u>	<u>1,376,456</u>	<u>69,017</u>	<u>7,501,016</u>	<u>888,369</u>

	Millage Rates:
Ad Valorem Property Tax Rates:	
General Fund - Operating	5.0633
1977 General Obligation Bonds	0.0288
1987 General Obligation/1992 Refunding Bonds	0.4268
1997 General Obligation Bonds	<u>0.3020</u>
<i>Total Rate</i>	<u>5.8209</u>

Debt Service Funds		Enterprise Funds					Total
Excise Tax Bonds	Tax Increment Bonds	Sanitation	Water and Sewer	Stormwater	Parking System	Airport	Operating Funds
-	-	-	-	-	-	-	93,178,668
-	-	-	-	-	-	-	6,932,226
-	-	-	-	-	-	-	17,905,216
-	-	16,254,400	56,162,493	2,980,000	3,927,500	1,070,895	95,676,144
-	-	-	-	-	2,080,000	-	4,211,088
125,000	-	101,400	3,258,085	200,000	344,500	2,687,797	22,669,562
-	-	2,097,270	5,712,745	3,089,442	2,185,653	1,316,708	21,160,120
3,651,848	605,183	-	-	-	-	-	12,389,570
-	-	-	-	-	193,548	-	971,792
-	-	1,609,366	13,132,651	-	2,097,340	-	17,310,149
<u>3,776,848</u>	<u>605,183</u>	<u>20,062,436</u>	<u>78,265,974</u>	<u>6,269,442</u>	<u>10,828,541</u>	<u>5,075,400</u>	<u>292,404,535</u>
-	-	-	-	-	4,295,296	-	11,067,282
-	-	-	-	-	-	-	1,504,816
-	-	-	-	-	-	-	681,223
-	-	-	-	-	-	-	179,784
-	-	-	-	-	-	-	1,514,678
-	-	-	-	-	-	-	2,883,750
-	-	-	-	-	-	-	30,145,499
-	-	-	-	-	-	-	20,151,967
-	-	-	-	-	-	3,255,160	7,296,826
-	-	-	-	-	-	-	57,038,109
-	-	17,791,834	39,556,544	2,414,398	-	-	70,922,983
-	-	-	-	-	-	-	1,862,705
3,776,848	605,183	-	4,550,104	-	1,537,402	449	20,059,876
-	-	-	-	-	-	-	2,288,131
-	-	-	6,724,703	2,515,044	1,875,692	1,583,391	14,259,847
-	-	-	-	-	-	-	11,470,455
-	-	-	1,500,000	-	722,811	35,900	2,805,935
-	-	-	12,245,000	1,340,000	300,000	200,500	17,875,235
<u>3,776,848</u>	<u>605,183</u>	<u>17,791,834</u>	<u>64,576,351</u>	<u>6,269,442</u>	<u>8,731,201</u>	<u>5,075,400</u>	<u>274,009,101</u>
-	-	2,270,602	13,689,623	-	2,097,340	-	18,395,434
<u>3,776,848</u>	<u>605,183</u>	<u>20,062,436</u>	<u>78,265,974</u>	<u>6,269,442</u>	<u>10,828,541</u>	<u>5,075,400</u>	<u>292,404,535</u>

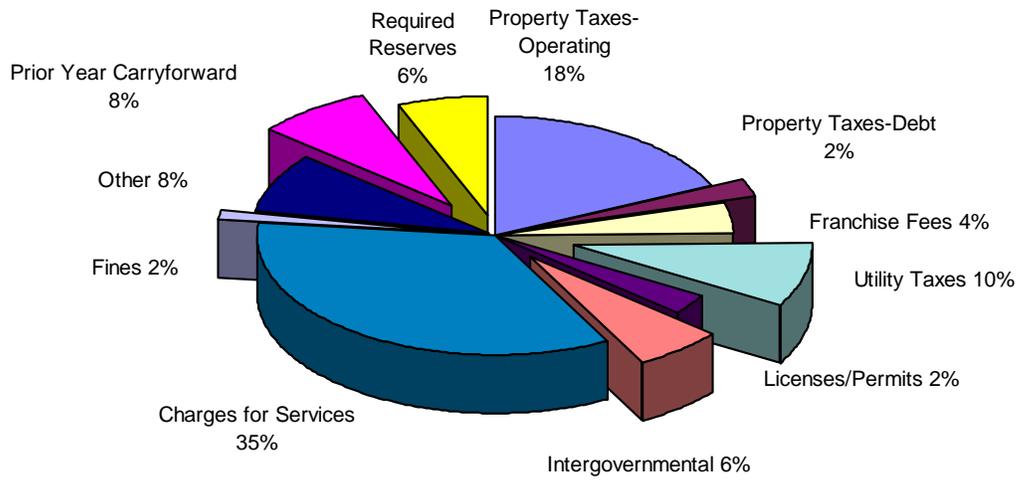
City of Fort Lauderdale
Adopted Budget
Fiscal Year 10/1/98 - 9/30/99

	<u>Internal Service Funds</u>			<u>Water and Sewer Fund</u>	
	<u>City Insurance</u>	<u>Central Services</u>	<u>Vehicle Rental</u>	<u>Water/ Sewer</u>	<u>Central Region</u>
Estimated Revenues and Other Resources Available:					
Taxes	\$ -	-	-	-	-
Licenses and Permits	-	-	-	-	-
Intergovernmental	5,000	-	-	-	-
Charges for Services	18,953,314	1,438,079	9,499,316	48,480,045	9,854,054
Fines and Forfeitures	-	-	-	-	-
Other	796,200	131,380	876,880	2,446,442	1,050,600
Prior Year Carryforward (Balances)	484,173	1,233,307	1,267,885	7,027,740	342,193
Required Transfers In	-	-	-	-	-
Discretionary Transfers In	-	-	-	-	-
Required Reserves - Beginning	-	-	2,908,701	5,016,540	8,753,784
<i>Total Resources Available</i>	<u>\$ 20,238,687</u>	<u>2,802,766</u>	<u>14,552,782</u>	<u>62,970,767</u>	<u>20,000,631</u>
Expenditures and Other Resources Allocated:					
Administrative Services	\$ 60,000	1,984,479	8,237,679	-	-
City Attorney	-	-	-	-	-
City Clerk	-	-	-	-	-
City Commission	-	-	-	-	-
City Manager	-	-	-	-	-
Finance	1,179,750	-	-	-	-
Fire-Rescue and Building	-	-	-	-	-
Parks and Recreation	-	-	-	-	-
Planning & Economic Development	-	-	-	-	-
Police	-	-	-	-	-
Public Services	-	-	-	31,945,558	8,167,922
Other General Government	18,731,314	-	-	-	-
Debt Service	-	-	814,534	1,777,123	1,777,398
Contingencies	-	-	-	-	-
Anticipated Year End Balance	267,623	818,287	1,327,552	8,590,346	320,466
Required Transfers Out	-	-	-	-	-
Discretionary Transfers Out	-	-	-	1,500,000	-
Capital Transfers Out	-	-	-	14,141,200	745,000
Total Expenditures/Expenses	<u>20,238,687</u>	<u>2,802,766</u>	<u>10,379,765</u>	<u>57,954,227</u>	<u>11,010,786</u>
Required Reserves - Ending	-	-	4,173,017	5,016,540	8,989,845
<i>Total Resources Applied</i>	<u>\$ 20,238,687</u>	<u>2,802,766</u>	<u>14,552,782</u>	<u>62,970,767</u>	<u>20,000,631</u>

City of Fort Lauderdale
 Adopted Budget
 Fiscal Year 10/1/97 - 9/30/98

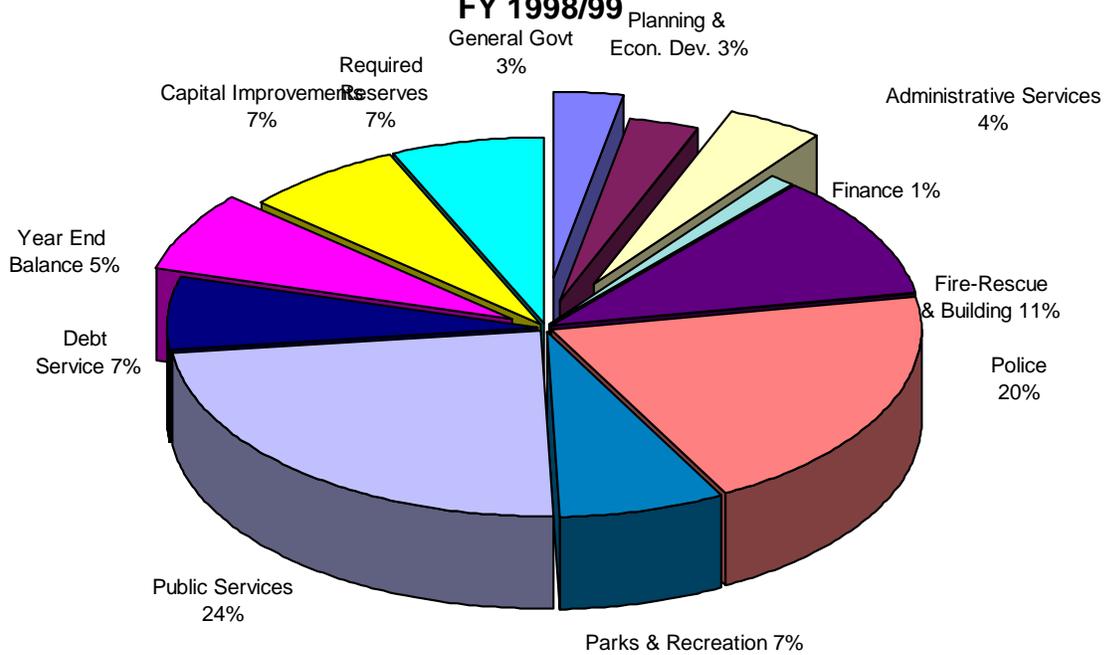
	<u>Internal Service Funds</u>		
	<u>City Insurance</u>	<u>Central Services</u>	<u>Vehicle Rental</u>
Estimated Revenues and Other Resources Available:			
Taxes	\$ -	-	-
Licenses and Permits	-	-	-
Intergovernmental	5,000	-	-
Charges for Services	17,690,830	1,638,190	7,755,732
Fines and Forfeitures	-	-	-
Other	791,200	70,887	830,000
Prior Year Carryforward (Balances)	(597,306)	941,474	186,230
Required Transfers In	-	-	-
Discretionary Transfers In	-	-	-
Required Reserves - Beginning	-	-	3,946,492
<i>Total Resources Available</i>	<u>\$ 17,889,724</u>	<u>2,650,551</u>	<u>12,718,454</u>
Expenditures and Other Resources Allocated:			
Administrative Services	\$ 60,000	1,888,725	8,612,342
City Attorney	-	-	-
City Clerk	-	-	-
City Commission	-	-	-
City Manager	-	-	-
Finance	1,042,568	-	-
Fire-Rescue and Building	-	-	-
Parks and Recreation	-	-	-
Planning & Economic Development	-	-	-
Police	-	-	-
Public Services	-	-	-
Other General Government	17,177,613	-	-
Debt Service	-	-	-
Contingencies	-	-	-
Anticipated Year End Balance	(390,457)	761,826	429,016
Required Transfers Out	-	-	-
Discretionary Transfers Out	-	-	-
Capital Transfers Out	-	-	-
Total Expenditures/Expenses	<u>17,889,724</u>	<u>2,650,551</u>	<u>9,041,358</u>
Required Reserves - Ending	-	-	3,677,096
<i>Total Resources Applied</i>	<u>\$ 17,889,724</u>	<u>2,650,551</u>	<u>12,718,454</u>

Resources for All Funds FY 1998/99



The largest resource is "Charges for Services". "Property Taxes" as a percentage of all funds is down one percentage point from last year while "Carryforward" is up one

Expenditures for All Funds FY 1998/99



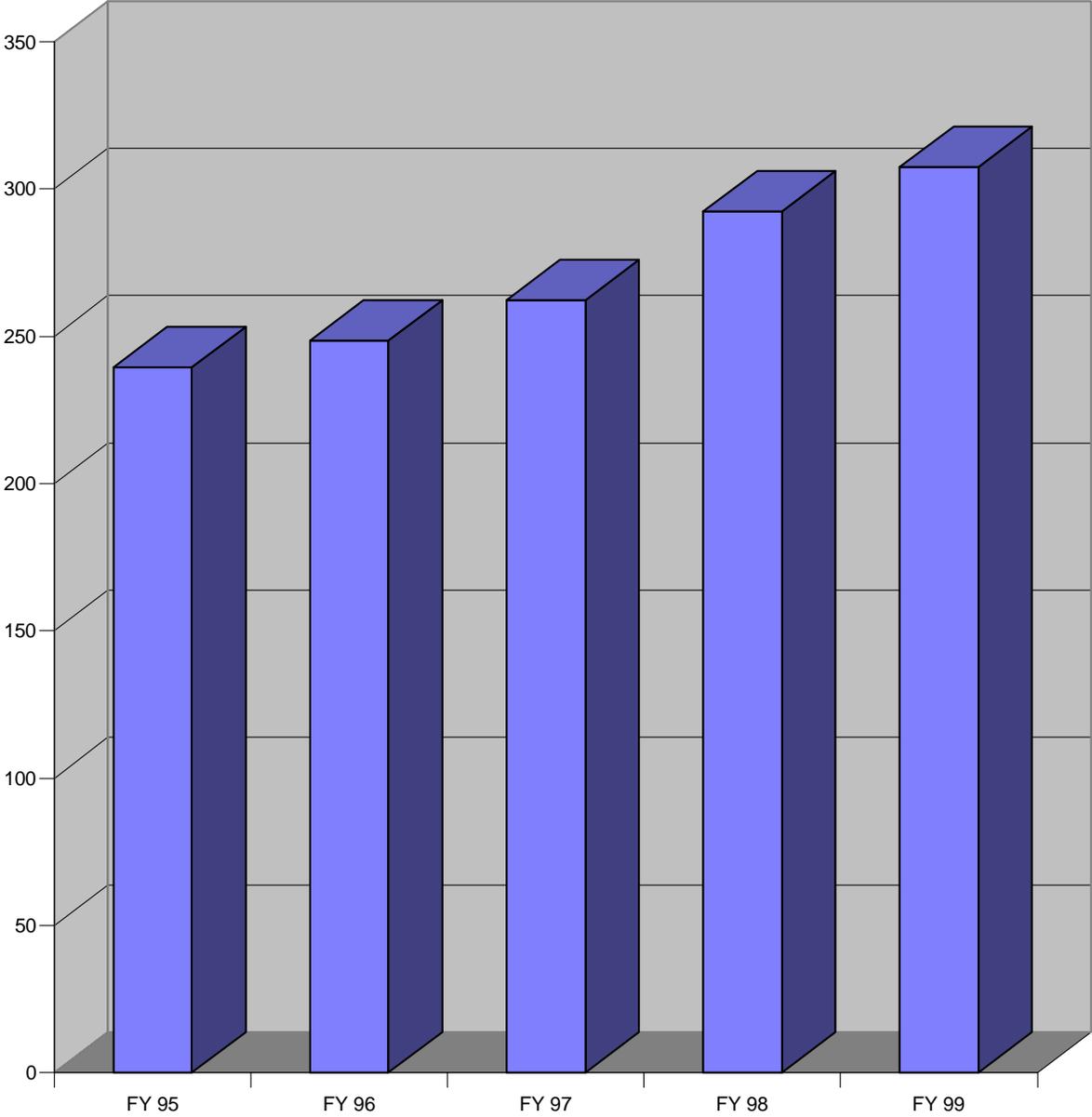
"Public Services" is the largest expenditure area followed by "Police".

ALL FUNDS*
EXPENDITURES BY OBJECT

Character/Object:	FY 96/97 Actuals	FY 97/98 Revised Budget	FY 97/98 Estimated Actual	Variance- Increase (Decrease)	FY 98/99 Adopted Budget	FY 98/99 % Change- Increase (Decrease)
Salaries and Wages:						
Regular Salaries	\$ 81,649,750	92,018,471	87,964,415	4,054,056	96,844,839	10%
Longevity	3,666,122	3,757,150	3,937,523	(180,373)	3,925,303	0%
Other Wages	1,660,139	2,072,227	2,227,562	(155,335)	2,205,830	(1%)
Employee Allowances	456,020	610,280	490,370	119,910	522,240	6%
Overtime	5,704,699	2,966,199	6,155,048	(3,188,849)	2,680,392	(56%)
Distributive Labor	(48,777)	(66,120)	(60,878)	(5,242)	39,393	(165%)
Termination Pay	520,730	416,614	881,067	(464,453)	7,450	(99%)
Core Adjustments	0	0	0	0	0	0
<i>Total Salaries and Wages</i>	<u>93,608,684</u>	<u>101,774,821</u>	<u>101,595,106</u>	<u>179,714</u>	<u>106,225,447</u>	<u>5%</u>
Fringe Benefits:						
Employee Benefits	95,623	105,092	155,864	(50,772)	99,766	(36%)
Pension/Deferred Comp.	12,891,635	13,633,638	12,274,944	1,358,694	12,449,592	1%
FICA Taxes	6,978,799	7,400,122	7,529,695	(129,573)	7,865,953	4%
Insurance Premiums	12,101,404	13,529,869	12,718,738	811,131	13,495,844	6%
<i>Total Fringe Benefits</i>	<u>32,067,462</u>	<u>34,668,721</u>	<u>32,679,241</u>	<u>1,989,480</u>	<u>33,911,155</u>	<u>4%</u>
Services/Materials:						
Professional Services	1,308,250	2,303,888	1,792,161	511,727	2,344,489	31%
Other Services	14,661,889	16,429,155	15,410,612	1,018,542	15,999,345	4%
Leases and Rentals	1,312,542	1,653,242	1,414,388	238,854	1,608,150	14%
Repair and Maintenance	4,403,292	5,177,125	5,283,933	(106,808)	4,545,739	(14%)
Photo/Printing	406,965	549,471	477,607	71,864	465,166	(3%)
Utilities, Communication	9,499,023	9,180,166	9,114,300	65,866	9,237,628	1%
Chemicals	2,827,427	4,281,549	3,544,246	737,303	3,220,907	(9%)
Fuel & Oil	1,099,566	1,110,739	1,086,586	24,153	1,248,619	15%
Supplies	3,319,017	5,111,109	5,347,317	(236,209)	3,768,366	(30%)
<i>Total Services/Materials</i>	<u>38,837,971</u>	<u>45,796,443</u>	<u>43,471,151</u>	<u>2,325,292</u>	<u>42,438,409</u>	<u>(2%)</u>
Other Operating Expenditures:						
Meetings/Schools	659,516	965,559	970,511	(4,951)	1,001,315	3%
Contributions/Subsidies	553,141	747,167	692,345	54,822	785,675	13%
Intragovernmental Charges	17,992,093	18,917,213	18,792,571	124,641	19,981,757	6%
Insurance Premiums	3,206,512	3,576,282	3,577,010	(728)	3,576,553	0%
<i>Total Other Expenditures</i>	<u>22,411,261</u>	<u>24,206,221</u>	<u>24,032,437</u>	<u>173,784</u>	<u>25,345,300</u>	<u>5%</u>
Non-Operating Expenditures:	<u>235,843</u>	<u>347,705</u>	<u>409,779</u>	<u>(62,074)</u>	<u>334,226</u>	<u>(18%)</u>
Capital Outlay:						
Land	0	0	2,560	(2,560)	0	(100%)
Buildings	0	50,000	83,000	(33,000)	52,500	(37%)
Equipment	2,081,401	4,100,711	4,036,388	64,323	3,564,557	(12%)
<i>Total Capital Outlay</i>	<u>2,081,401</u>	<u>4,150,711</u>	<u>4,121,948</u>	<u>28,763</u>	<u>3,617,057</u>	<u>(12%)</u>
Debt Service:						
Principal	11,375,000	11,941,812	10,992,640	949,172	12,419,242	13%
Interest	5,768,086	8,001,759	7,422,645	579,114	6,104,722	(18%)
Other Debt Service	29,002	20,600	26,439	(5,839)	29,000	10%
<i>Total Debt Service</i>	<u>17,172,087</u>	<u>19,964,171</u>	<u>18,441,724</u>	<u>1,522,447</u>	<u>18,552,964</u>	<u>1%</u>
Other Uses:						
Transfers	28,602,294	33,071,959	33,846,337	(774,378)	35,523,929	5%
Advances	0	35,900	35,900	0	0	(100%)
Balances and Reserves	42,794,915	32,211,385	40,909,515	(8,698,130)	41,431,862	1%
<i>Total Other Uses</i>	<u>71,397,209</u>	<u>65,319,244</u>	<u>74,791,752</u>	<u>(9,472,508)</u>	<u>76,955,791</u>	<u>3%</u>
Total Expenditures	<u>\$ 277,811,917</u>	<u>296,228,038</u>	<u>299,543,138</u>	<u>(3,315,102)</u>	<u>307,380,349</u>	<u>3%</u>

*Includes General, Special Revenue, Debt Service and Enterprise Funds. Internal Service Funds are supported primarily by charges to these other funds.

Operating Funds Budget Trends



From FY95 to FY99, the City's budget grew by 28%. The increase in the current year's budget is 5%. The increase is due primarily to increases in transfers to capital improvement funds, year end fund balances, public safety programs, and employee pay and benefits.

**ALL FUNDS
BUDGETED TRANSFERS
FISCAL YEAR 1998/99**

TRANSFERS IN	<u>General Fund</u>	<u>Community Redevelopment</u>	<u>Debt Service Funds</u>	<u>Enterprise Funds</u>
Required:				
GOB Debt Service from General Fund				
GOB 1977 Debt Service	\$ 0	0	118,589	0
GOB 1987 Debt Service	0	0	4,023,043	0
GOB 1997 Debt Service	0	0	2,869,390	0
Excise Tax Debt Service:				
From General Fund	0	0	1,357,163	0
From Water and Sewer	0	0	407,990	0
Tax Increment Debt Service:				
From Community Redevelopment	0	0	602,233	0
Sunshine State Debt Service:				
From General Capital Projects	0	0	1,493,680	0
From General Fund	0	0	2,024,127	0
From Parking Fund (Bond Pledge)	0	602,233	0	0
From General Fund (Tax Increment)	0	381,393	0	0
Discretionary:				
Beach CRA Loan Repayment	238,498	0	0	0
MIU Confiscation	50,000	0	0	0
Sunshine State Construction Fund	107,750	0	0	0
General Fund	0	0	0	195,618
<i>Total Transfers In</i>	<u>\$ 396,248</u>	<u>983,626</u>	<u>12,896,215</u>	<u>195,618</u>
TRANSFERS OUT				
Required:				
GOB 1977 Debt Service	118,589	0	0	0
GOB 1987 Debt Service	4,023,043	0	0	0
GOB 1997 Debt Service	2,869,390	0	0	0
Excise Tax Debt Service	1,357,163	0	0	407,990
Tax Increment	381,393	0	0	0
Tax Increment Debt Service	0	602,233	0	0
Community Redevelopment	0	0	0	602,233
Sunshine State Debt Service	2,024,127	0	0	0
Discretionary:				
Police Grant Match	724,000	0	0	0
Repayment to General Fund	0	238,498	0	0
Transfer to Parking	195,618	0	0	0
Capital Improvements	3,549,062	462,380	0	16,876,200
<i>Total Transfers Out</i>	<u>\$ 15,242,385</u>	<u>1,303,111</u>	<u>0</u>	<u>17,886,423</u>

Transfers in and out do not balance, as this table only includes budgeted funds. Grant, Capital Project, and Trust Funds are not appropriated and therefore transfers involving those funds account for the apparent imbalance.

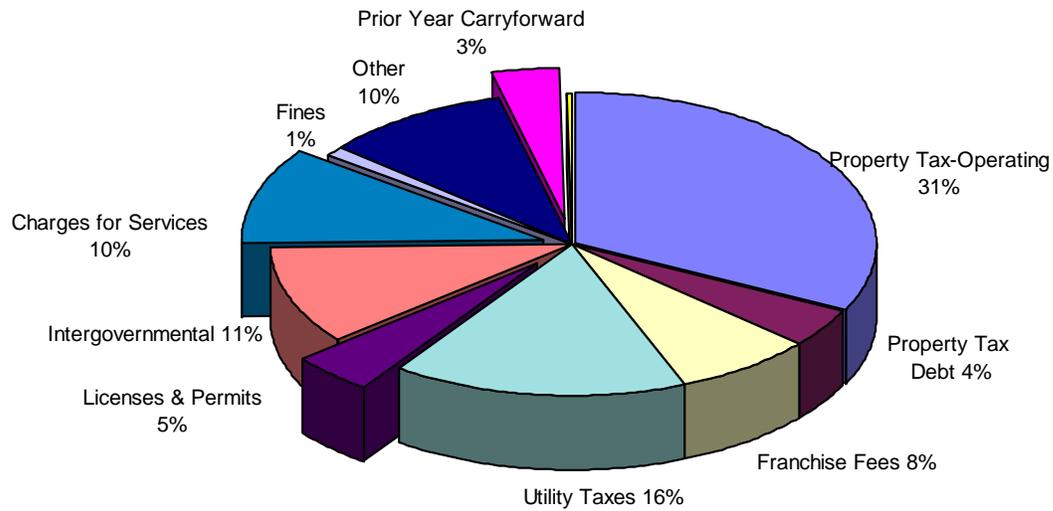
**GENERAL FUND
RESOURCES BY OBJECT**

Character/Object:	FY 96/97 Actuals	FY 97/98 Original Budget	FY 97/98 Estimated Actual	Variance- Increase (Decrease)	FY 98/99 Adopted Budget	FY 98/99 % Change- Increase (Decrease)
Taxes:						
Ad Valorem Taxes	\$ 48,538,826	49,221,682	49,229,000	7,318	52,815,892	7%
77 GO Debt Taxes	275,173	278,614	280,000	1,386	118,589	(58%)
87/92 GO Debt Taxes	4,162,846	4,137,052	4,149,300	12,248	4,023,043	(3%)
97 GO Debt Taxes	0	2,913,190	2,920,100	6,910	2,869,390	0%
Franchise Fees	12,265,838	12,002,360	12,292,360	290,000	12,337,280	0%
Utility Taxes	24,922,818	24,585,000	24,860,000	275,000	25,647,870	3%
<i>Total Taxes</i>	<u>90,165,501</u>	<u>93,137,898</u>	<u>93,730,760</u>	<u>592,862</u>	<u>97,812,064</u>	<u>4%</u>
Licenses & Permits:						
Occupational Licenses	2,791,158	2,516,226	2,524,126	7,900	2,516,300	0%
Building Permits	4,244,373	4,416,000	4,201,165	(214,835)	5,015,938	19%
<i>Total Licenses/Permits</i>	<u>7,035,531</u>	<u>6,932,226</u>	<u>6,725,291</u>	<u>(206,935)</u>	<u>7,532,238</u>	<u>12%</u>
Intergovernmental:						
Federal Grants	0	250,000	321,827	71,827	0	0%
State-Shared Revenues	11,757,503	11,751,000	11,843,232	92,232	11,889,000	0%
Other Local Grants	2,137,934	5,134,614	4,716,147	(418,467)	5,373,996	14%
<i>Total Services/Materials</i>	<u>13,895,437</u>	<u>17,135,614</u>	<u>16,881,206</u>	<u>(254,408)</u>	<u>17,262,996</u>	<u>2%</u>
Charges for Services:						
Internal Service Charges	0	0	250	250	0	(100%)
General Government	598,691	528,760	679,472	150,712	696,066	2%
Public Safety	5,350,210	8,848,490	7,950,824	(897,666)	8,256,224	4%
Detention	726,575	0	5,303	5,303	0	(100%)
Parking	791,126	677,000	733,481	56,481	735,500	0%
Parks and Recreation	1,503,397	0	300,000	300,000	75,000	(75%)
Cultural Services	0	482,388	763,652	281,264	897,121	0%
Special Events	764,219	614,500	865,643	251,143	1,038,000	20%
Special Facilities	3,138,294	4,215,724	3,950,767	(264,957)	4,897,709	24%
Pools	258,112	237,750	265,600	27,850	237,750	(10%)
Miscellaneous	128,491	8,497	32,497	24,000	8,497	(74%)
<i>Total Charges for Services</i>	<u>13,259,115</u>	<u>15,613,109</u>	<u>15,547,489</u>	<u>(65,620)</u>	<u>16,841,867</u>	<u>(8%)</u>
Fines and Forfeits:						
Judgments and Fines	1,607,937	1,619,324	1,388,227	(231,097)	1,484,324	7%
Violations of Local Ordinances	536,789	511,764	558,687	46,923	462,000	(17%)
<i>Total Fines and Forfeits</i>	<u>2,144,726</u>	<u>2,131,088</u>	<u>1,946,914</u>	<u>(184,174)</u>	<u>1,946,324</u>	<u>0%</u>
Miscellaneous:						
Interest Earnings	1,046,244	821,213	967,498	146,285	928,200	(4%)
Rents and Royalties	1,744,882	1,753,653	1,943,062	189,409	1,979,241	2%
Special Assessments	0	0	0	0	0	0%
Disposal of Fixed Assets	14,008	708,005	730,088	22,083	8,005	(99%)
Contributions/Donations	0	29,000	0	(29,000)	25,000	0%
Other Miscellaneous	11,546,119	12,675,848	12,575,816	(100,032)	13,298,734	6%
<i>Total Miscellaneous</i>	<u>14,351,253</u>	<u>15,987,719</u>	<u>16,216,464</u>	<u>228,745</u>	<u>16,239,180</u>	<u>0%</u>
Other Sources:						
Operating Transfers	417,279	55,633	997,253	941,620	396,248	(60%)
<i>Total Other Sources</i>	<u>417,279</u>	<u>55,633</u>	<u>997,253</u>	<u>941,620</u>	<u>396,248</u>	<u>(60%)</u>
Balances and Reserves:						
Reserves	1,500,000	1,500,000	1,500,000	0	1,500,000	0%
Beginning Balances	6,448,405	5,192,566	8,190,806	2,998,240	4,523,011	(45%)
<i>Total Balances and Reserves</i>	<u>7,948,405</u>	<u>6,692,566</u>	<u>9,690,806</u>	<u>2,998,240</u>	<u>6,023,011</u>	<u>(38%)</u>
Total Resources	\$ <u>149,217,247</u>	<u>157,685,853</u>	<u>161,736,183</u>	<u>4,050,330</u>	<u>164,053,928</u>	<u>1%</u>

**GENERAL FUND
EXPENDITURES BY OBJECT**

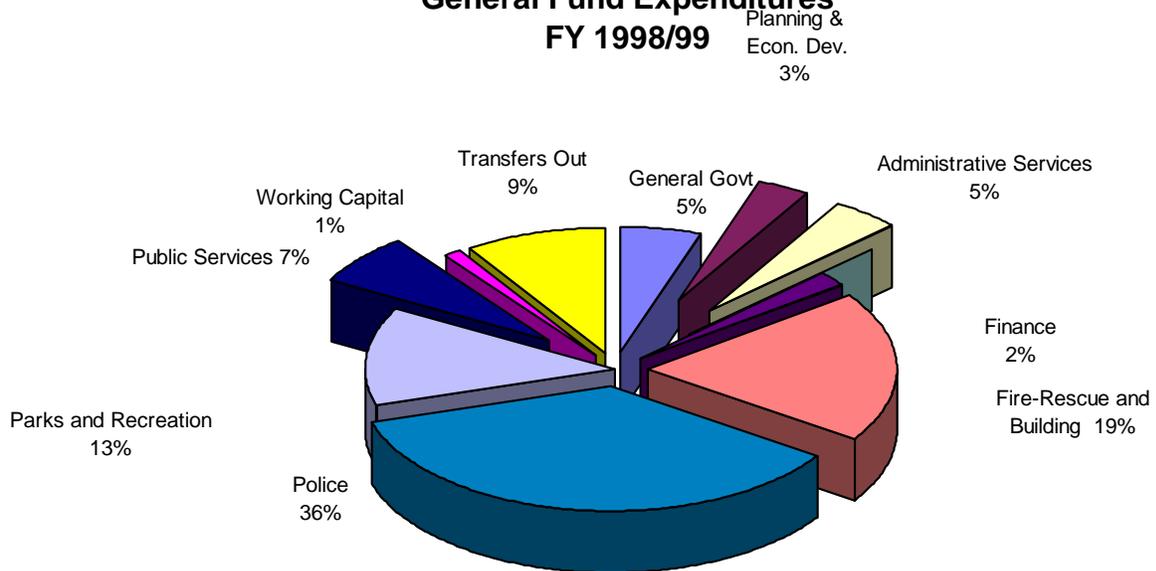
Character/Object:	FY 96/97 Actuals	FY 97/98 Original Budget	FY 97/98 Estimated Actual	Variance- Increase (Decrease)	FY 98/99 Adopted Budget	FY 98/99 % Change- Increase (Decrease)
Salaries and Wages:						
Regular Salaries	\$ 67,364,078	74,601,874	72,357,510	(2,244,364)	78,897,586	9%
Longevity	2,920,785	3,040,822	3,201,407	160,585	3,197,904	0%
Other Wages	1,577,521	1,569,500	2,130,309	560,809	2,108,595	(1%)
Employee Allowances	392,890	539,000	422,280	(116,720)	450,000	7%
Overtime	4,432,506	2,076,088	4,846,822	2,770,734	1,786,098	(63%)
Distributive Labor	15,196	(55,520)	(2,393)	53,127	55,228	(2,408.%)
Termination Pay	393,494	25,414	734,496	709,082	0	(100%)
<i>Total Salaries and Wages</i>	<u>77,096,470</u>	<u>81,797,178</u>	<u>83,690,430</u>	<u>1,893,253</u>	<u>86,495,411</u>	<u>3%</u>
Fringe Benefits:						
Employee Benefits	76,465	80,191	100,120	19,929	72,457	(28%)
Pension/Deferred Comp.	10,926,709	11,460,416	10,384,531	(1,075,885)	10,432,510	0%
FICA Taxes	5,727,543	6,004,336	6,181,481	177,145	6,449,201	4%
Insurance Premiums	9,880,936	10,896,425	10,348,886	(547,539)	10,890,258	5%
<i>Total Fringe Benefits</i>	<u>26,611,652</u>	<u>28,441,368</u>	<u>27,015,017</u>	<u>(1,426,350)</u>	<u>27,844,426</u>	<u>3%</u>
Services/Materials:						
Professional Services	1,129,343	1,167,995	1,164,405	(3,590)	1,791,435	54%
Other Services	3,722,454	4,276,481	5,044,979	768,498	4,710,354	(7%)
Leases and Rentals	900,686	847,901	1,060,945	213,044	1,263,242	19%
Repair and Maintenance	1,555,261	1,952,982	1,956,918	3,936	1,831,102	(6%)
Photo/Printing	370,929	439,512	433,636	(5,876)	405,756	(6%)
Utilities, Communication	4,571,810	4,385,443	4,400,839	15,396	4,604,183	5%
Chemicals	105,087	102,795	143,750	40,955	139,887	(3%)
Fuel & Oil	631,962	694,372	664,958	(29,414)	706,997	6%
Supplies	2,429,811	2,324,732	2,872,881	548,149	2,609,781	(9%)
<i>Total Services/Materials</i>	<u>15,417,343</u>	<u>16,192,213</u>	<u>17,743,312</u>	<u>1,551,098</u>	<u>18,062,737</u>	<u>2%</u>
Other Operating Expenditures:						
Meetings/Schools	576,772	686,553	809,376	122,823	823,385	2%
Contributions/Subsidies	385,389	491,167	595,527	104,360	656,675	10%
Intragovernmental Charges	5,539,437	5,625,484	5,925,078	299,594	5,949,290	0%
Insurance Premiums	2,081,813	2,196,840	2,197,568	728	2,197,111	0%
<i>Total Other Expenditures</i>	<u>8,583,410</u>	<u>9,000,044</u>	<u>9,527,549</u>	<u>527,505</u>	<u>9,626,461</u>	<u>1%</u>
<i>Non-Operating Expenditures:</i>	<u>47,728</u>	<u>2,000</u>	<u>9,840</u>	<u>7,840</u>	<u>13,840</u>	<u>41%</u>
Capital Outlay:						
Improvements	0	0	5,560	5,560	0	(100%)
Equipment	949,120	2,214,035	2,649,717	435,682	2,568,668	(3%)
<i>Total Capital Outlay</i>	<u>949,120</u>	<u>2,214,035</u>	<u>2,655,277</u>	<u>441,242</u>	<u>2,568,668</u>	<u>(3%)</u>
Debt Service:						
Principal	0	889,172	0	(889,172)	0	0%
Interest	0	531,774	0	(531,774)	0	0%
<i>Total Debt Service</i>	<u>0</u>	<u>1,420,946</u>	<u>0</u>	<u>(1,420,946)</u>	<u>0</u>	<u>0%</u>
Other Uses:						
Transfers	12,371,923	14,834,438	15,071,747	237,309	15,242,385	1%
Balances and Reserves	8,139,601	3,783,631	6,023,011	2,239,380	4,200,000	(30%)
<i>Total Other Uses</i>	<u>20,511,524</u>	<u>18,618,069</u>	<u>21,094,758</u>	<u>2,476,689</u>	<u>19,442,385</u>	<u>(8%)</u>
<i>Total Expenditures</i>	<u>\$ 149,217,247</u>	<u>157,685,853</u>	<u>161,736,183</u>	<u>4,050,330</u>	<u>164,053,928</u>	<u>1%</u>

General Fund Resources FY 1998/99



"Property Taxes-Operating" provides the largest single resource for the General Fund. "Property Taxes" and "Licenses & Permits" have increased as a percentage of total revenues.

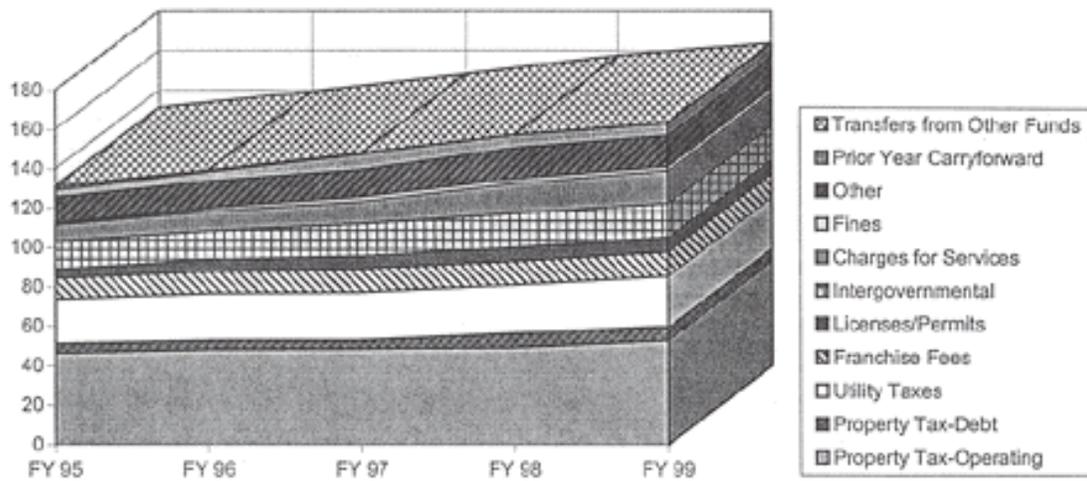
General Fund Expenditures FY 1998/99



"Police" represents the largest use of resources. The percentage for "Planning & Economic Development" has increased because of the significant increase in planning projects.

General Fund Resource Trends

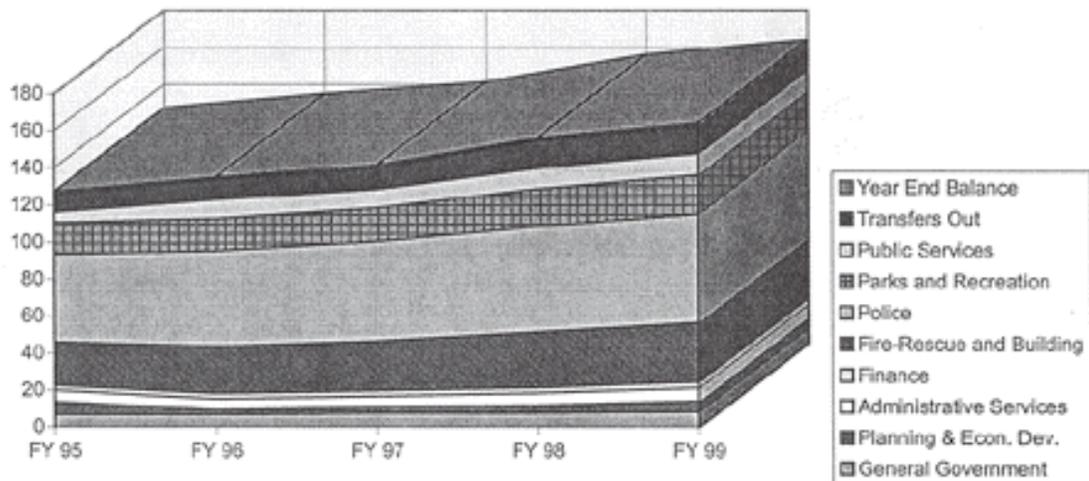
(in millions of \$)



Significant trends include increases in "Property Tax-Debt" which reflects the 1997 Parks Bond Program and increases in "Charges for Services" which highlights the continued funding of services through agreements with Broward County.

General Fund Expenditure Trends

(in millions of \$)



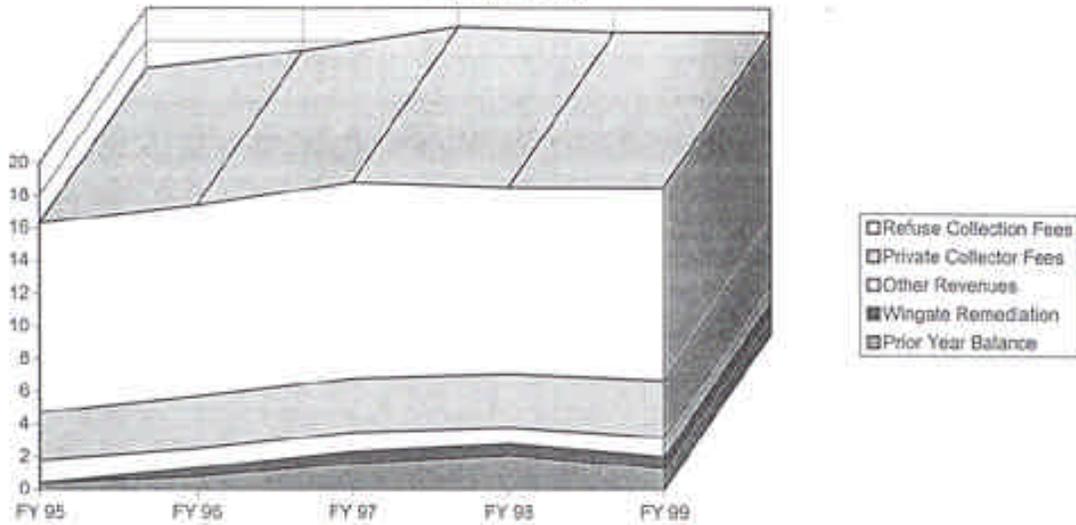
Significant trends include increases in "Police" for transition of former grant positions now in the General Fund and increases in "Fire-Rescue and Building" which reflect the implementation of advanced life support emergency medical services.

SANITATION FUND

RESOURCES AVAILABLE	96/97	97/98	97/98	VARIANCE-	ADOPTED	98/99
	ACTUAL	ORIG. BUDGET	EST. ACTUAL	INCREASE (DECREASE)	98/99 BUDGET	% Change Increase (Decrease)
Revenues:						
Refuse Collection Fees	\$ 11,898,227	11,380,050	11,829,000	448,950	11,829,000	0%
Private Collector Fees	3,374,305	3,300,000	3,500,000	200,000	3,500,000	0%
Wingate Remediation Fee	713,484	684,950	721,000	36,050	721,000	0%
Cart Replacement Fees	288,188	292,000	289,000	(3,000)	289,000	0%
Interest Earnings	148,688	100,000	230,000	130,000	175,000	-24%
Miscellaneous Revenues	196,215	123,800	164,200	40,400	189,222	15%
Recycling Income	285,122	150,000	200,000	50,000	200,000	0%
Transfer Station Fees	358,478	325,000	350,000	25,000	350,000	0%
<i>Total Revenues</i>	<u>17,262,707</u>	<u>16,355,800</u>	<u>17,283,200</u>	<u>927,400</u>	<u>17,253,222</u>	<u>0%</u>
Other Financial Resources:						
Reserves	963,623	1,609,366	1,531,989	(77,377)	1,860,363	21%
Prior Year Operating Balance	1,685,269	2,097,270	2,346,161	248,891	1,295,045	-45%
<i>Total Other Financial Resources</i>	<u>2,648,892</u>	<u>3,706,636</u>	<u>3,878,150</u>	<u>171,514</u>	<u>3,155,408</u>	<u>-19%</u>
<i>Total Resources Available</i>	<u>\$ 19,911,599</u>	<u>20,062,436</u>	<u>21,161,350</u>	<u>1,098,914</u>	<u>20,408,630</u>	<u>-4%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 2,365,982	2,659,244	2,641,620	(17,624)	3,145,498	19%
Fringe Benefits	721,827	782,903	745,329	(37,574)	807,453	8%
Services/Materials	10,008,897	11,284,971	10,915,570	(369,401)	9,846,403	-10%
Other Operating Expenses	2,346,339	2,607,216	2,539,036	(68,180)	2,500,679	-2%
Capital Outlay	156,293	357,500	352,441	(5,059)	128,958	-63%
Non-Operating Expenditures	113,381	100,000	107,918	7,918	100,000	-7%
<i>Total Expenses</i>	<u>15,712,719</u>	<u>17,791,834</u>	<u>17,301,914</u>	<u>(489,920)</u>	<u>16,528,991</u>	<u>-4%</u>
Other Financial Uses:						
Year End Balance	2,346,161	-	1,295,045	1,295,045	1,298,276	0%
Transfer to Vehicle Rental	168,094	-	311,402	311,402	-	-100%
Transfer to Sanitation CIP	152,636	-	392,626	392,626	-	-100%
Reserves	1,531,989	2,270,602	1,860,363	(410,239)	2,581,363	39%
<i>Total Other Financial Uses</i>	<u>4,198,880</u>	<u>2,270,602</u>	<u>3,859,436</u>	<u>1,588,834</u>	<u>3,879,639</u>	<u>1%</u>
<i>Total Resources Allocated</i>	<u>\$ 19,911,599</u>	<u>20,062,436</u>	<u>21,161,350</u>	<u>1,098,914</u>	<u>20,408,630</u>	<u>-4%</u>

Sanitation Fund Resource Trends

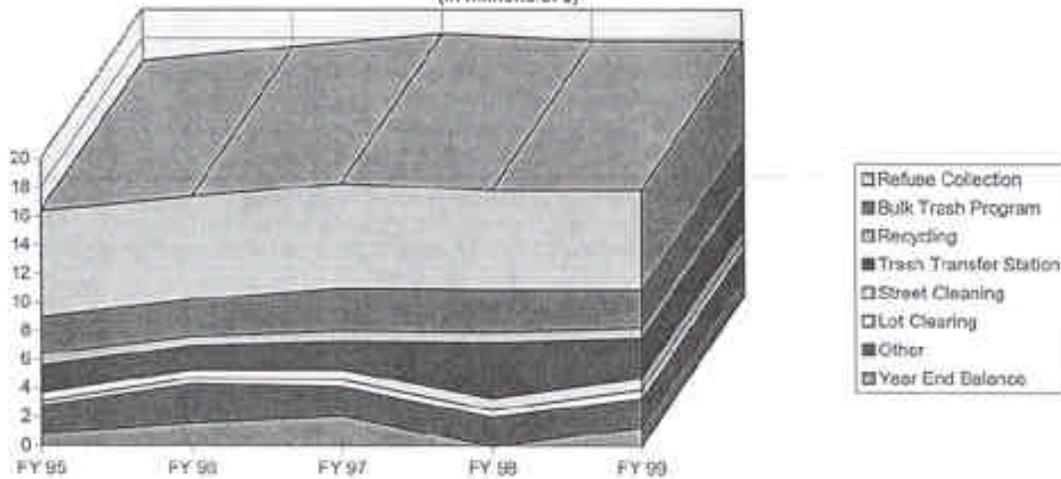
(in millions of \$)



Significant trends include fluctuations in "Prior Year Balance" and growth in the Wingate Landfill Remediation revenue.

Sanitation Fund Expenditure Trends

(in millions of \$)



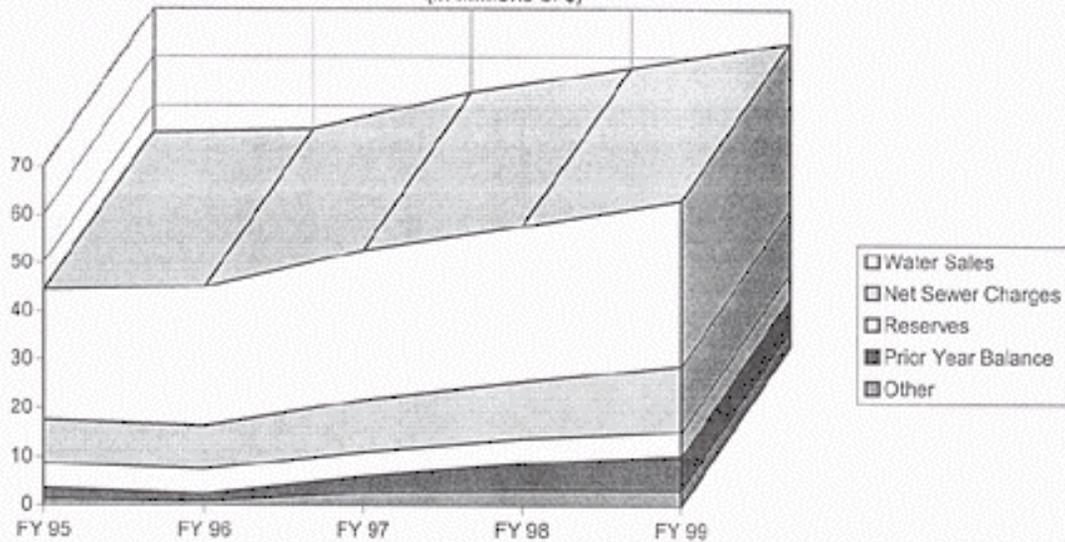
The most significant trend is the fluctuation in year end balance and trash transfer station expenditures which include the collection cart shop.

WATER AND SEWER FUND

RESOURCES AVAILABLE	96/97	97/98	97/98	VARIANCE-	ADOPTED	98/99
	ACTUAL	ORIG. BUDGET	EST. ACTUAL	INCREASE (DECREASE)	98/99 BUDGET	% Change Increase (Decrease)
Revenues:						
Water Sales	\$ 30,797,263	32,860,000	30,800,000	(2,060,000)	34,174,400	11%
Sewer Charges	19,394,476	20,670,000	20,000,000	(670,000)	21,496,800	7%
City Large User Fees	(9,114,877)	(8,897,674)	(7,612,714)	1,284,960	(7,956,155)	5%
Water Service Installation	-	170,000	200,000	30,000	200,000	0%
Interest Earnings	562,883	395,643	735,000	339,357	740,000	1%
Pipe Crew Interfund Charge	328,543	1,650,000	1,470,000	(180,000)	1,500,000	2%
Miscellaneous Revenues	1,901,955	551,342	1,565,785	1,014,443	771,442	-51%
<i>Total Revenues</i>	<u>43,870,243</u>	<u>47,399,311</u>	<u>47,158,071</u>	<u>(241,240)</u>	<u>50,926,487</u>	<u>8%</u>
Other Financial Resources:						
Transfers In	-	-	-	-	-	0%
Prior Year Operating Balance	5,099,865	5,375,817	6,034,020	658,203	7,027,740	16%
Reserves						
Other	2,500,000	2,500,000	2,500,000	-	2,500,000	0%
Debt Service	2,051,279	2,516,540	2,516,540	-	2,516,540	0%
<i>Total Other Financial Resources</i>	<u>9,651,144</u>	<u>10,392,357</u>	<u>11,050,560</u>	<u>658,203</u>	<u>12,044,280</u>	<u>9%</u>
<i>Total Resources Available</i>	<u>\$ 53,521,387</u>	<u>57,791,668</u>	<u>58,208,631</u>	<u>416,963</u>	<u>62,970,767</u>	<u>8%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 10,262,550	11,537,788	10,824,575	(713,213)	11,645,951	8%
Fringe Benefits	3,323,069	3,766,490	3,379,033	(387,457)	3,602,861	7%
Services/Materials	7,177,947	7,505,249	7,618,149	112,900	7,199,684	-5%
Other Operating Expenses	7,686,263	7,888,366	7,880,185	(8,181)	8,736,029	11%
Non-Operating Expenditures	(7,867)	196,158	222,803	26,645	185,193	-17%
Capital Outlay	511,861	582,940	589,263	6,323	575,840	-2%
Debt Service	1,839,124	1,884,116	2,558,343	674,227	1,777,123	-31%
<i>Total Expenses</i>	<u>30,792,947</u>	<u>33,361,107</u>	<u>33,072,351</u>	<u>(288,756)</u>	<u>33,722,681</u>	<u>2%</u>
Other Financial Uses:						
Year End Balance	6,034,020	6,414,021	7,027,740	613,719	8,590,346	22%
Required Reserves	5,016,540	5,016,540	5,016,540	-	5,016,540	0%
Transfers Out						
Water and Sewer Capital Projects	9,024,510	11,500,000	11,592,000	92,000	14,141,200	22%
General Capital Projects	1,092,010	1,092,010	1,092,010	-	1,092,010	0%
Excise Tax Bonds	407,990	407,990	407,990	-	407,990	0%
Stormwater	655,865	-	-	-	-	0%
Vehicle Rental	474,267	-	-	-	-	0%
General Fund	23,238	-	-	-	-	0%
<i>Total Other Financial Uses</i>	<u>22,728,440</u>	<u>24,430,561</u>	<u>25,136,280</u>	<u>705,719</u>	<u>29,248,086</u>	<u>44%</u>
<i>Total Resources Allocated</i>	<u>\$ 53,521,387</u>	<u>57,791,668</u>	<u>58,208,631</u>	<u>416,963</u>	<u>62,970,767</u>	<u>8%</u>

Water and Sewer Fund Resource Trends

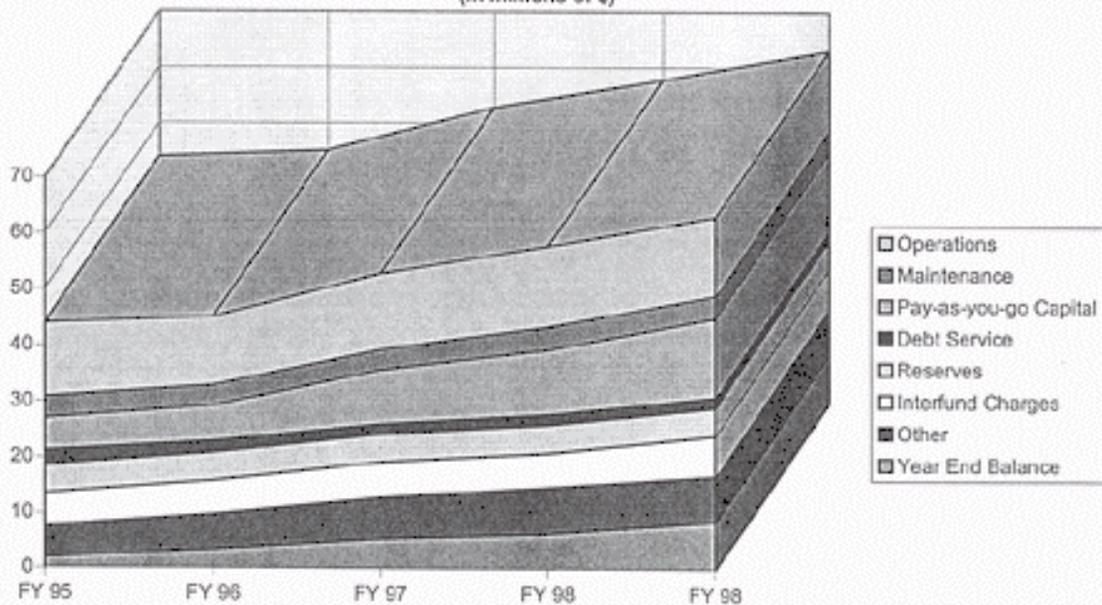
(in millions of \$)



Significant trends include increases in "Water Sales" primarily due to rate increases associated with the enhanced capital improvement program as well as neighborhood improvements and growth in the "Prior Year Balance".

Water and Sewer Fund Expenditure Trends

(in millions of \$)



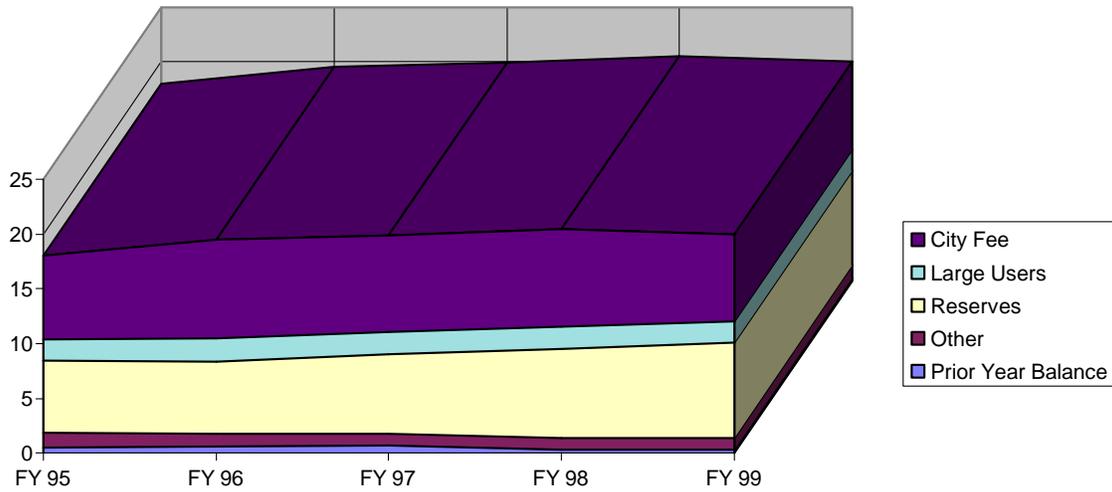
Significant trends include shift from "Debt Service" to "Pay-as-you-go Capital" for infrastructure improvements and increases in "Year End Balance".

CENTRAL REGIONAL WASTEWATER SYSTEM FUND

RESOURCES AVAILABLE	96/97 ACTUAL	97/98 ORIG. BUDGET	97/98 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	PROPOSED 98/99 BUDGET
Revenues:					
Large User Fees - City	\$ 9,114,877	8,897,674	7,612,714	(1,284,960)	7,956,155
Large Users-Other	2,086,512	2,122,493	1,847,182	(275,311)	1,897,899
Interest and Miscellaneous	1,104,240	1,001,100	1,050,600	49,500	1,050,600
<i>Total Revenues</i>	<u>12,305,629</u>	<u>12,021,267</u>	<u>10,510,496</u>	<u>(1,510,771)</u>	<u>10,904,654</u>
Other Financial Resources:					
Prior Year Operating Balance	681,033	336,928	682,527	345,599	342,193
Reserve for Debt Service	1,237,367	1,237,367	1,237,367	-	1,237,367
Replacement Account	5,443,580	6,878,744	6,878,744	-	7,516,417
<i>Total Other Financial Resources</i>	<u>7,361,980</u>	<u>8,453,039</u>	<u>8,798,638</u>	<u>345,599</u>	<u>9,095,977</u>
<i>Total Resources Available</i>	<u>\$ 19,667,609</u>	<u>20,474,306</u>	<u>19,309,134</u>	<u>(1,165,172)</u>	<u>20,000,631</u>
RESOURCES ALLOCATED					
Expenses:					
Salaries & Wages	\$ 1,502,019	1,629,849	1,592,923	(36,926)	1,688,521
Fringe Benefits	646,308	689,214	670,897	(18,317)	685,572
Services/Materials	4,610,757	5,066,187	4,527,559	(538,628)	4,976,414
Other Operating Expenditures	729,553	740,461	741,924	1,463	782,222
Non-Operating Expenditures	62,064	49,547	46,158	(3,389)	35,193
Capital Outlay	5,343		3,621	3,621	-
Debt Service	3,331,284	2,570,283	1,885,075	(685,208)	1,777,398
<i>Total Expenses</i>	<u>10,887,328</u>	<u>10,745,541</u>	<u>9,468,157</u>	<u>(1,277,384)</u>	<u>9,945,320</u>
Other Financial Uses:					
Year End Balance	682,527	310,682	342,193	31,511	320,466
Reserve for Debt Service	1,237,367	1,237,367	1,237,367	-	1,237,367
Replacement Capital	888,000	745,000	745,000	-	745,000
Replacement Account	5,972,387	7,435,716	7,516,417	80,701	7,752,478
<i>Total Other Financial Uses</i>	<u>8,780,281</u>	<u>9,728,765</u>	<u>9,840,977</u>	<u>112,212</u>	<u>10,055,311</u>
<i>Total Resources Allocated</i>	<u>\$ 19,667,609</u>	<u>20,474,306</u>	<u>19,309,134</u>	<u>(1,165,172)</u>	<u>20,000,631</u>

Central Regional Wastewater System Fund Resource Trends

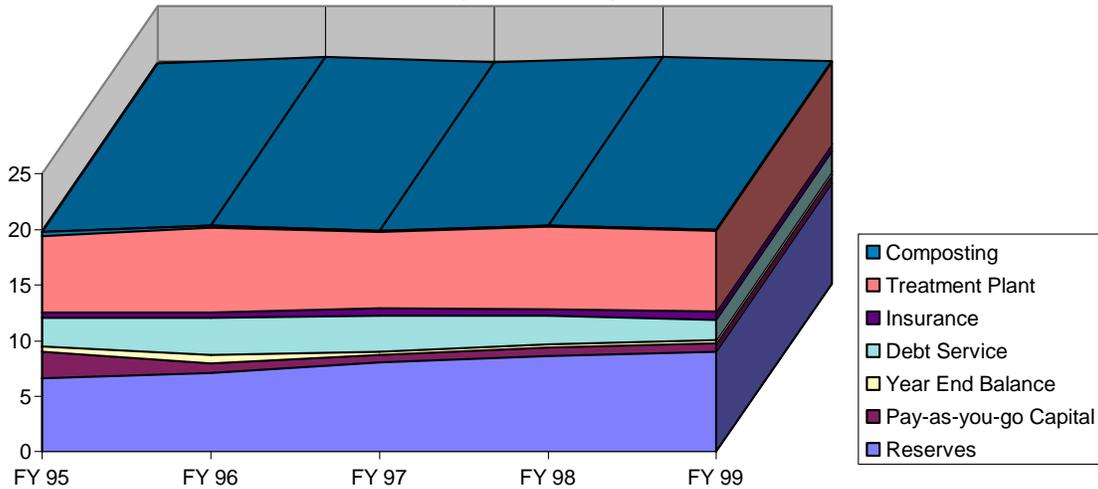
(in millions of \$)



Significant trends include a slight increase in "Reserves" and a decrease in "Prior Year Balance".

Central Regional Wastewater System Fund Expenditure Trends

(in millions of \$)



Significant trends include an increase in "Reserves" and declines in "Debt Service" and "Pay-as-you-go Capital".

PARKING FUND

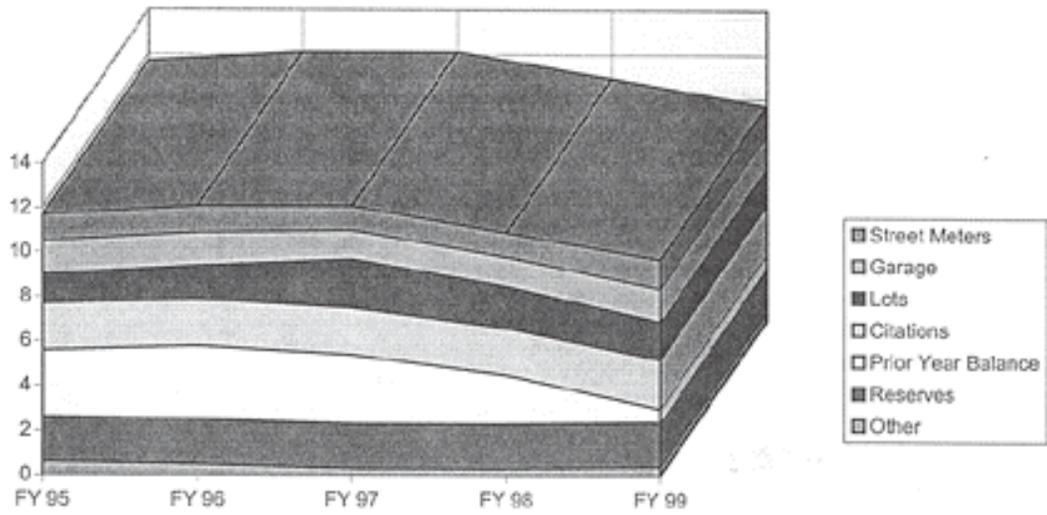
RESOURCES AVAILABLE	96/97	97/98	97/98	VARIANCE-	ADOPTED	98/99
	ACTUAL	ORIG. BUDGET	EST. ACTUAL	INCREASE (DECREASE)	98/99 BUDGET	% Change Increase (Decrease)
Revenues:						
Meters and Permits	\$ 4,910,614	3,927,500	4,328,551	401,051	4,404,500	2%
Interest Earnings	499,690	250,000	250,000	-	250,000	0%
Parking Citations	1,751,365	2,080,000	2,079,933	(67)	2,140,000	3%
Miscellaneous	110,618	94,500	168,500	74,000	99,500	-41%
<i>Total Revenues</i>	<u>7,272,287</u>	<u>6,352,000</u>	<u>6,826,984</u>	<u>474,984</u>	<u>6,894,000</u>	<u>1%</u>
Other Financial Resources:						
Reserve for Working Capital	1,347,340	1,347,340	1,347,340	-	1,347,340	0%
Required Reserves						
Emergency Repairs	250,000	250,000	250,000	-	250,000	0%
Replacement & Improvement	500,000	500,000	500,000	-	500,000	0%
Transfer from General Fund	-	193,548	193,548	-	195,618	-
Prior Year Operating Balance	1,905,310	2,185,653	1,378,312	(807,341)	541,865	-61%
<i>Total Other Financial Resources</i>	<u>4,002,650</u>	<u>4,476,541</u>	<u>3,669,200</u>	<u>(807,341)</u>	<u>2,834,823</u>	<u>-23%</u>
<i>Total Resources Available</i>	<u>\$ 11,274,937</u>	<u>10,828,541</u>	<u>10,496,184</u>	<u>(332,357)</u>	<u>9,728,823</u>	<u>-7%</u>

RESOURCES ALLOCATED

Expenses:						
Salaries and Wages	\$ 1,416,166	1,605,834	1,577,573	(28,261)	1,828,826	16%
Fringe Benefits	460,564	514,039	509,605	(4,434)	542,150	6%
Services/Materials	618,138	671,964	1,079,216	407,252	839,225	-22%
Other Operating Expenses	1,290,181	1,345,096	1,326,038	(19,058)	1,451,215	9%
Debt Service	1,551,577	1,537,402	1,537,515	113	1,498,107	-3%
Capital Outlay	428,566	158,363	317,770	159,407	168,070	-47%
<i>Total Expenses</i>	<u>5,765,192</u>	<u>5,832,698</u>	<u>6,347,717</u>	<u>515,019</u>	<u>6,327,593</u>	<u>0%</u>
Other Financial Uses:						
Year End Balance	1,378,312	1,875,692	541,865	(1,333,827)	401,657	-26%
Capital Projects	1,231,500	300,000	300,000	-	300,000	0%
Required Reserves						
Emergency Repairs	250,000	250,000	250,000	-	250,000	0%
Replacement & Improvement	500,000	500,000	500,000	-	500,000	0%
Reserve for Working Capital	1,347,340	1,347,340	1,347,340	-	1,347,340	0%
Transfers Out						
Tax Increment Revenue Bonds	592,936	-	-	-	-	-
Transfer to General Fund	30,000	-	442,017	442,017	-	0%
Community Redevelopment	100,000	722,811	722,611	(200)	602,233	-17%
Vehicle Rental Fund	16,657	-	-	-	-	-
General Capital Projects Fund	63,000	-	44,634	44,634	-	-
<i>Total Other Financial Uses</i>	<u>5,509,745</u>	<u>4,995,843</u>	<u>4,148,467</u>	<u>(847,376)</u>	<u>3,401,230</u>	<u>-18%</u>
<i>Total Resources Allocated</i>	<u>\$ 11,274,937</u>	<u>10,828,541</u>	<u>10,496,184</u>	<u>(332,357)</u>	<u>9,728,823</u>	<u>-7%</u>

Parking Fund Resource Trends

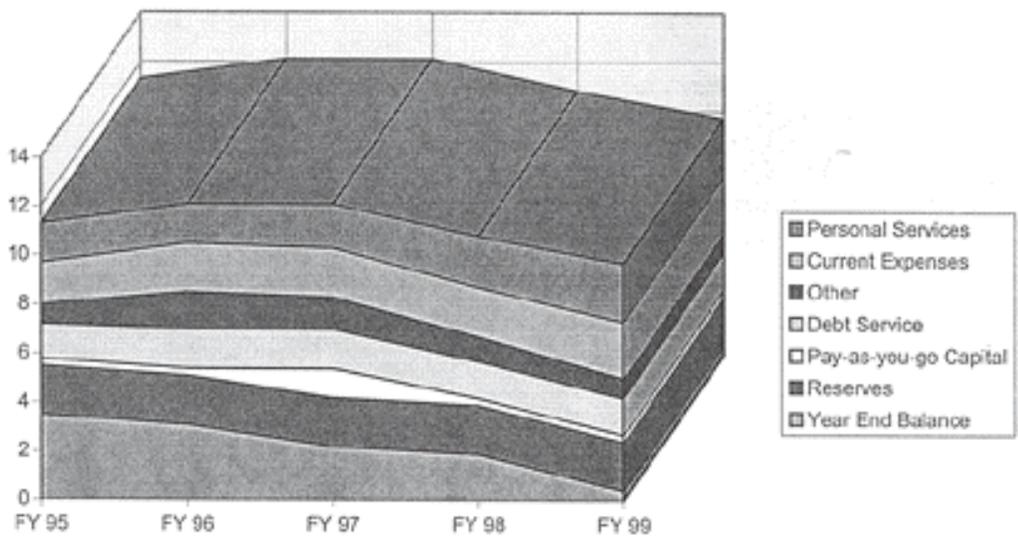
(in millions of \$)



Significant trends include a peak in "Prior Year Balance" in FY 96.

Parking Fund Expenditure Trends

(in millions of \$)



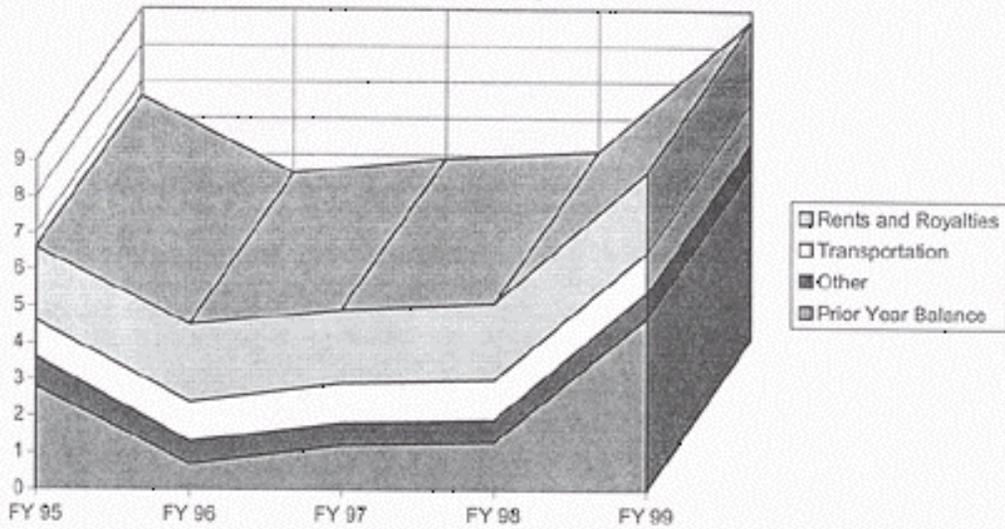
Significant trends include reduction in "Year End Balance" as operating costs have increased.

AIRPORT FUND

RESOURCES AVAILABLE	96/97	97/98	97/98	VARIANCE- INCREASE (DECREASE)	ADOPTED 98/99 BUDGET	98/99
	ACTUAL	ORIG. BUDGET	EST. ACTUAL			% Change Increase (Decrease)
Revenues:						
Transportation	\$ 1,101,543	1,070,895	1,085,495	14,600	1,094,325	1%
Interest Earnings	480,718	423,000	423,000	-	480,700	14%
Rents and Royalties	2,134,833	2,054,101	2,158,499	104,398	2,192,105	2%
Miscellaneous	190,992	210,696	210,696	-	219,396	4%
<i>Total Revenues</i>	<u>3,908,086</u>	<u>3,758,692</u>	<u>3,877,690</u>	<u>118,998</u>	<u>3,986,526</u>	<u>3%</u>
Other Financial Resources:						
Prior Year Operating Balance	3,358,301	1,316,708	4,429,993	3,113,285	4,718,637	7%
<i>Total Other Financial Resources</i>	<u>3,358,301</u>	<u>1,316,708</u>	<u>4,429,993</u>	<u>3,113,285</u>	<u>4,718,637</u>	<u>7%</u>
<i>Total Resources Available</i>	<u>\$ 7,266,387</u>	<u>5,075,400</u>	<u>8,307,683</u>	<u>3,232,283</u>	<u>8,705,163</u>	<u>5%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 319,517	374,128	348,926	(25,202)	404,444	16%
Fringe Benefits	95,157	122,610	108,766	(13,844)	122,109	12%
Services/Materials	779,443	1,168,948	1,300,039	131,091	1,176,153	-10%
Other Operating Expenses	1,361,489	1,549,474	1,546,274	(3,200)	1,661,633	7%
Debt Service	23,805	449	449	-	-	-100%
Capital Outlay	8,023	40,000	19,299	(20,701)	49,400	156%
<i>Total Expenses</i>	<u>2,587,434</u>	<u>3,255,609</u>	<u>3,323,753</u>	<u>68,144</u>	<u>3,413,739</u>	<u>3%</u>
Other Financial Uses:						
Year End Balance	4,429,993	1,583,391	4,718,637	3,135,246	4,941,424	5%
Transfer to Airport CIP	248,960	200,500	200,500	-	350,000	75%
Transfer to Vehicle Rental	-	-	28,893	28,893	-	-100%
Repayment of Advances	-	-	-	-	-	-
General Capital Projects	-	35,900	35,900	-	-	0%
<i>Total Other Financial Uses</i>	<u>4,678,953</u>	<u>1,819,791</u>	<u>4,983,930</u>	<u>3,164,139</u>	<u>5,291,424</u>	<u>6%</u>
<i>Total Resources Allocated</i>	<u>\$ 7,266,387</u>	<u>5,075,400</u>	<u>8,307,683</u>	<u>3,232,283</u>	<u>8,705,163</u>	<u>5%</u>

Airport Fund Resource Trends

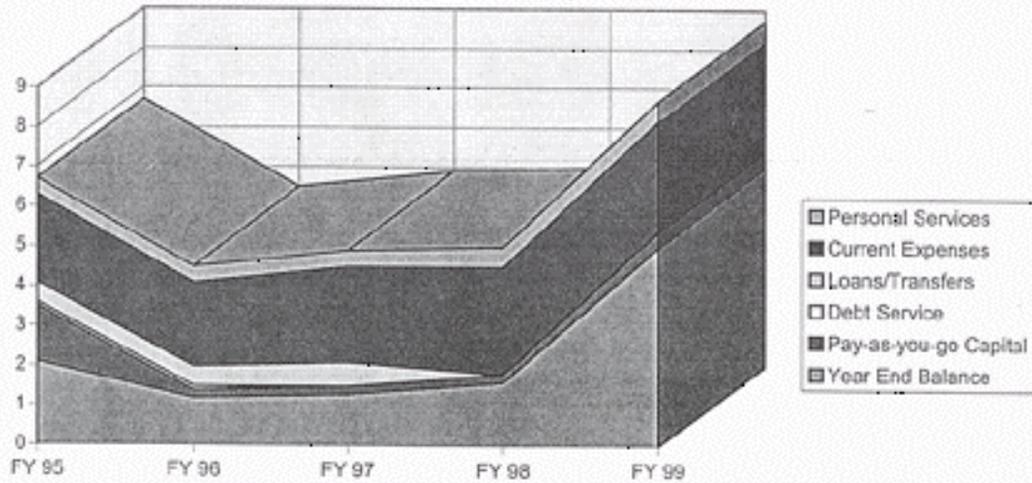
(in millions of \$)



The most significant trend is an increase in "Prior Year Balance" with receipt of grant funds for capital projects which were fronted with operating revenues.

Airport Fund Expenditure Trends

(in millions of \$)



The most significant trends are the elimination of "Loans/Transfers" and an increase in "Year End Balance" due to reimbursement of capital project expenditures with grants.

STORMWATER FUND

RESOURCES AVAILABLE	96/97	97/98	97/98	VARIANCE-	ADOPTED	98/99
	ACTUAL	ORIG. BUDGET	EST. ACTUAL	INCREASE (DECREASE)	98/99 BUDGET	% Change Increase (Decrease)
Revenues:						
Stormwater Fees	\$ 2,985,147	2,980,000	2,980,000	-	2,980,000	0%
Miscellaneous Revenues	74,621	-	-	-	-	
Interest Earnings	465,402	200,000	416,000	216,000	360,000	-13%
<i>Total Revenues</i>	<u>3,525,170</u>	<u>3,180,000</u>	<u>3,396,000</u>	<u>216,000</u>	<u>3,340,000</u>	<u>-2%</u>
Other Financial Resources:						
Transfer from Water and Sewer	655,866	-	-	-	-	
Prior Year Operating Balance	838,044	3,089,442	2,297,914	(791,528)	2,356,414	3%
<i>Total Other Financial Resources</i>	<u>1,493,910</u>	<u>3,089,442</u>	<u>2,297,914</u>	<u>(791,528)</u>	<u>2,356,414</u>	<u>3%</u>
<i>Total Resources Available</i>	<u>\$ 5,019,080</u>	<u>6,269,442</u>	<u>5,693,914</u>	<u>(575,528)</u>	<u>5,696,414</u>	<u>0%</u>

RESOURCES ALLOCATED

Expenses:						
Salaries and Wages	\$ 537,828	732,498	696,546	(35,952)	776,084	11%
Fringe Benefits	179,561	227,937	204,409	(23,528)	241,307	18%
Services/Materials	187,391	280,872	236,780	(44,092)	271,983	15%
Other Operating Expenses	402,935	552,091	463,336	(88,755)	565,635	22%
Non-Operating Expenditures	51,940	-	30,000	30,000	-	-100%
Capital Outlay	21,511	621,000	184,520	(436,480)	120,000	-35%
<i>Total Expenses</i>	<u>1,381,166</u>	<u>2,414,398</u>	<u>1,815,591</u>	<u>(598,807)</u>	<u>1,975,009</u>	<u>9%</u>
Other Financial Uses:						
Year End Balance	2,297,914	2,515,044	2,356,414	(158,630)	2,381,405	1%
Transfer to Vehical Rental	-	-	181,909	181,909	-	-100%
Transfer to Stormwater Capital	1,340,000	1,340,000	1,340,000	-	1,340,000	0%
<i>Total Other Financial Uses</i>	<u>3,637,914</u>	<u>3,855,044</u>	<u>3,878,323</u>	<u>23,279</u>	<u>3,721,405</u>	<u>-4%</u>
<i>Total Resources Allocated</i>	<u>\$ 5,019,080</u>	<u>6,269,442</u>	<u>5,693,914</u>	<u>(575,528)</u>	<u>5,696,414</u>	<u>0%</u>

INSURANCE FUND

	96/97	97/98	97/98	VARIANCE-	ADOPTED	98/99
RESOURCES AVAILABLE	ACTUAL	ORIG. BUDGET	EST. ACTUAL	INCREASE (DECREASE)	98/99 BUDGET	% Change Increase (Decrease)
Revenues:						
Interest	\$ 905,434	750,000	750,000	-	750,000	0%
Intergovernmental	6,426	5,000	6,426	1,426	5,000	
Other Miscellaneous	173,748	41,200	411,866	370,666	46,200	-89%
<i>Total Revenues</i>	<u>1,085,608</u>	<u>796,200</u>	<u>1,168,292</u>	<u>372,092</u>	<u>801,200</u>	<u>-31%</u>
Other Financial Resources:						
Prior Year Balance	(1,027,452)	(597,306)	(205,493)	391,813	484,173	336%
Health Insurance Premiums	9,627,822	9,850,000	9,916,103	66,103	10,912,484	10%
Other Premiums	7,506,210	7,840,830	8,004,830	164,000	8,040,830	0%
<i>Total Other Financial Resources</i>	<u>16,106,580</u>	<u>17,093,524</u>	<u>17,715,440</u>	<u>621,916</u>	<u>19,437,487</u>	<u>10%</u>
<i>Total Resources Available</i>	<u>\$ 17,192,188</u>	<u>17,889,724</u>	<u>18,883,732</u>	<u>994,008</u>	<u>20,238,687</u>	<u>7%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 808,881	778,875	832,639	53,764	814,500	-2%
Fringe Benefits	355,344	365,187	351,582	(13,605)	358,200	2%
Services/Materials	211,788	288,750	329,673	40,923	346,712	5%
Other Operating Expenses	130,013	209,842	194,760	(15,082)	200,051	3%
Capital Outlay	12,773	8,627	18,800	10,173	69,000	267%
<i>Total Expenses</i>	<u>1,518,799</u>	<u>1,651,281</u>	<u>1,727,454</u>	<u>76,173</u>	<u>1,788,463</u>	<u>4%</u>
Other Financial Uses:						
Operating Balance Year End	(205,493)	(390,457)	484,173	874,630	267,623	-45%
Self Insurance Claims	15,878,882	16,628,900	16,672,105	43,205	18,182,601	9%
<i>Total Other Financial Uses</i>	<u>15,673,389</u>	<u>16,238,443</u>	<u>17,156,278</u>	<u>917,835</u>	<u>18,450,224</u>	<u>8%</u>
<i>Total Resources Allocated</i>	<u>\$ 17,192,188</u>	<u>17,889,724</u>	<u>18,883,732</u>	<u>994,008</u>	<u>20,238,687</u>	<u>7%</u>

CENTRAL SERVICES FUND

RESOURCES AVAILABLE	96/97	97/98	97/98	VARIANCE	ADOPTED	98/99
	<u>ACTUAL</u>	<u>ORIG. BUDGET</u>	<u>EST. ACTUAL</u>	<u>INCREASE (DECREASE)</u>	<u>98/99 BUDGET</u>	<u>% Change Increase (Decrease)</u>
Revenues:						
Central Stores	\$ 208,581	208,581	208,581	-	-	-100%
Printing	589,369	403,747	391,261	(12,486)	358,747	-8%
Radio Charges	566,962	582,323	582,323	-	594,535	2%
Telephone Charges	455,611	443,539	443,539	-	484,797	-
Print Shop-Outside	34,326	25,000	25,000	-	25,000	0%
Radio Support	12,721	11,126	66,566	55,440	71,340	7%
Radio Tower Rental	28,924	29,761	29,761	-	30,040	1%
Miscellaneous	166	-	1,419	1,419	-	-100%
Interest	56,666	5,000	5,000	-	5,000	0%
<i>Total Revenues</i>	<u>1,953,326</u>	<u>1,709,077</u>	<u>1,753,450</u>	<u>44,373</u>	<u>1,569,459</u>	<u>-10%</u>
Other Financial Resources:						
Transfers In	109,069	-	-	-	-	-
Prior Year Operating Balance	1,139,967	941,474	1,326,113	384,639	1,233,307	-7%
<i>Total Other Resources</i>	<u>1,249,036</u>	<u>941,474</u>	<u>1,326,113</u>	<u>384,639</u>	<u>1,233,307</u>	<u>-7%</u>
<i>Total Resources Available</i>	<u>\$ 3,202,362</u>	<u>2,650,551</u>	<u>3,079,563</u>	<u>429,012</u>	<u>2,802,766</u>	<u>-9%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 430,993	497,537	495,662	(1,875)	522,939	6%
Fringe Benefits	129,480	164,883	159,848	(5,035)	159,790	0%
Services/Materials	758,477	1,086,182	1,021,082	(65,100)	1,096,917	7%
Other Operating Expenditures	105,006	120,123	125,717	5,594	157,233	25%
Capital Outlay	441,793	20,000	43,947	23,947	47,600	8%
<i>Total Expenses</i>	<u>1,865,749</u>	<u>1,888,725</u>	<u>1,846,256</u>	<u>(42,469)</u>	<u>1,984,479</u>	<u>7%</u>
Other Financial Uses:						
Transfer Out	10,500	-	-	-	-	-
Operating Balance Year End	1,326,113	761,826	1,233,307	471,481	818,287	-34%
<i>Total Other Uses</i>	<u>1,336,613</u>	<u>761,826</u>	<u>1,233,307</u>	<u>471,481</u>	<u>818,287</u>	<u>-34%</u>
<i>Total Resources Allocated</i>	<u>\$ 3,202,362</u>	<u>2,650,551</u>	<u>3,079,563</u>	<u>429,012</u>	<u>2,802,766</u>	<u>-9%</u>

VEHICLE RENTAL FUND

	96/97	97/98	97/98	VARIANCE	ADOPTED	98/99
RESOURCES AVAILABLE	ACTUAL	ORIG. BUDGET	EST. ACTUAL	INCREASE (DECREASE)	98/99 BUDGET	% Change Increase (Decrease)
Replacement Reserve:						
Beginning Balance	\$ 4,633,651	3,946,492	4,634,576	688,084	2,908,701	-37%
Interest 50%	149,648	75,000	75,000	-	75,000	0%
Vehicle Sales	788,507	650,000	1,074,213	424,213	650,000	-39%
Interfund Charge	3,834,269	3,938,904	4,005,766	66,862	5,063,316	26%
Financing Proceeds	-	-	5,136,833	5,136,833	-	-100%
Transfers In	-	-	1,675,319	1,675,319	-	-100%
Operations:						
Beginning Balance	437,036	186,230	479,763	293,533	1,267,885	164%
Interest 50%	149,648	75,000	75,000	-	75,000	0%
Interfund Charge	3,373,091	3,591,828	3,900,000	308,172	4,206,000	8%
Other Revenue	280,010	255,000	280,000	25,000	306,880	10%
<i>Total Resources Available</i>	<i>\$ 13,645,860</i>	<i>12,718,454</i>	<i>21,336,470</i>	<i>8,618,016</i>	<i>14,552,782</i>	<i>-32%</i>
RESOURCES ALLOCATED						
Replacement Reserve:						
Purchases	\$ 4,771,499	4,933,300	13,693,006	8,759,706	4,524,000	-67%
Ending Balance	4,634,576	3,677,096	2,908,701	(768,395)	4,173,017	43%
Operations:						
Salaries and Wages	136,294	139,821	141,241	1,420	148,661	5%
Fringe Benefits	42,330	44,913	41,458	(3,455)	43,746	6%
Services/Materials	3,430,412	3,313,741	3,127,680	(186,061)	3,340,916	7%
Other Operating Expenses	150,986	180,567	156,499	(24,068)	180,356	15%
Debt Service	-	-	-	-	814,534	
Ending Balance	479,763	429,016	1,267,885	838,869	1,327,552	5%
<i>Total Resources Allocated</i>	<i>\$ 13,645,860</i>	<i>12,718,454</i>	<i>21,336,470</i>	<i>8,618,016</i>	<i>14,552,782</i>	<i>-32%</i>

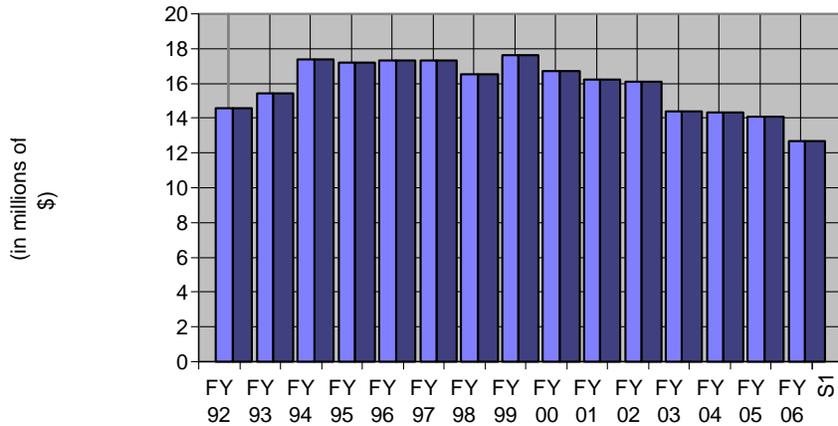
SPECIAL REVENUE FUNDS

RESOURCES AVAILABLE	96/97	97/98	97/98	VARIANCE-	ADOPTED	98/99
	<u>ACTUAL</u>	<u>ORIG. BUDGET</u>	<u>EST. ACTUAL</u>	<u>INCREASE (DECREASE)</u>	<u>98/99 BUDGET</u>	<u>% Change Increase (Decrease)</u>
Revenues:						
Property Taxes	39,430	40,770	40,770	-	42,027	3%
Rent	-	-	123,710	123,710	170,407	38%
Intergovernmental	23,683	398,160	393,943	(4,217)	719,910	83%
Interest Earnings	3,930	3,550	4,517	967	4,400	-3%
<i>Total Revenues</i>	<u>67,043</u>	<u>442,480</u>	<u>562,940</u>	<u>120,460</u>	<u>936,744</u>	<u>66%</u>
Other Financial Resources:						
Transfer from General Fund	203,410	214,646	208,702	(5,944)	381,393	83%
Transfer from Parking Fund	100,000	722,611	722,611	-	602,233	-17%
Debt Service Reserve	-	-	40,083	40,083	40,083	0%
Prior Year Operating Balance	30,446	65,736	73,485	7,749	74,436	1%
<i>Total Other Financial Resources</i>	<u>333,856</u>	<u>1,002,993</u>	<u>1,044,881</u>	<u>41,888</u>	<u>1,098,145</u>	<u>5%</u>
<i>Total Resources Available</i>	<u>\$ 400,899</u>	<u>1,445,473</u>	<u>1,607,821</u>	<u>162,348</u>	<u>2,034,889</u>	<u>27%</u>
RESOURCES ALLOCATED						
Expenses:						
Salaries and Wages	\$ 108,151	168,808	169,811	1,003	240,712	42%
Fringe Benefits	29,324	45,839	40,314	(5,525)	65,277	62%
Services/Materials	38,033	62,299	50,186	(12,113)	65,810	31%
Other Operating Expenses	11,140	11,271	8,095	(3,176)	21,426	165%
Debt Service	100,000	117,428	280,376	162,948	169,232	-40%
Capital Outlay	683	1,335	3,267	1,932	6,121	0%
<i>Total Expenses</i>	<u>287,331</u>	<u>406,980</u>	<u>552,049</u>	<u>145,069</u>	<u>568,578</u>	<u>3%</u>
Other Financial Uses:						
Transfer to Capital Projects	-	289,735	270,109	(19,626)	462,380	0%
Transfer to Debt Service	-	605,183	605,205	22	602,233	0%
Transfer to General Fund	-	78,058	78,058	-	238,498	0%
Contingencies	-	4,500	4,500	-	2,400	-47%
Debt Service Reserve	40,083	-	44,388	44,388	40,083	-10%
Year End Balance	73,485	61,017	53,512	(7,505)	120,717	126%
<i>Total Other Financial Uses</i>	<u>113,568</u>	<u>1,038,493</u>	<u>1,055,772</u>	<u>17,279</u>	<u>1,466,311</u>	<u>39%</u>
<i>Total Resources Allocated</i>	<u>\$ 400,899</u>	<u>1,445,473</u>	<u>1,607,821</u>	<u>162,348</u>	<u>2,034,889</u>	<u>27%</u>

DEBT SERVICE FUNDS

RESOURCES AVAILABLE	96/97 ACTUAL	97/98 ORIG. BUDGET	97/98 EST. ACTUAL	VARIANCE- INCREASE (DECREASE)	ADOPTED 98/99 BUDGET	98/99 % Change Increase (Decrease)
Revenues:						
Interest Earnings	\$ 148,552	125,700	121,243	(4,457)	127,325	5%
<i>Total Revenues</i>	<u>148,552</u>	<u>125,700</u>	<u>121,243</u>	<u>(4,457)</u>	<u>127,325</u>	<u>5%</u>
Other Financial Resources:						
Transfer from General Fund	8,627,965	10,572,568	10,618,228	45,660	10,392,312	-2%
Transfer from Parking Fund	592,936	-	-	-	-	-
Transfer from Water and Sewer	407,990	407,990	407,990	-	407,990	0%
Transfer from Sunshine State	-	-	-	-	-	0%
Transfer from Beach CRA	-	605,183	605,205	22	602,233	0%
Transfer from Excise Construction	-	-	403,615	403,615	-	0%
Transfer from TIR Bonds	13,515	-	-	-	-	0%
Transfer from General CIP	670,125	589,183	328,319	(260,864)	1,493,680	355%
Reserves	354,392	470,792	489,176	18,384	757,564	55%
<i>Total Other Financial Resources</i>	<u>10,666,923</u>	<u>12,645,716</u>	<u>12,852,533</u>	<u>206,817</u>	<u>13,653,779</u>	<u>6%</u>
<i>Total Resources Available</i>	<u>\$ 10,815,475</u>	<u>12,771,416</u>	<u>12,973,776</u>	<u>202,360</u>	<u>13,781,104</u>	<u>6%</u>
RESOURCES ALLOCATED						
Expenses:						
Debt Service	\$ 10,326,299	12,433,547	12,216,212	(217,335)	13,331,104	9%
<i>Total Expenses</i>	<u>10,326,299</u>	<u>12,433,547</u>	<u>12,216,212</u>	<u>(217,335)</u>	<u>13,331,104</u>	<u>9%</u>
Other Financial Uses:						
Transfer Out	-	-	-	-	-	-
Reserves	489,176	337,869	757,564	419,695	450,000	-41%
<i>Total Other Financial Uses</i>	<u>489,176</u>	<u>337,869</u>	<u>757,564</u>	<u>419,695</u>	<u>450,000</u>	<u>-41%</u>
<i>Total Resources Allocated</i>	<u>\$ 10,815,475</u>	<u>12,771,416</u>	<u>12,973,776</u>	<u>202,360</u>	<u>13,781,104</u>	<u>6%</u>

Debt Service Requirements All Bond Issues



Debt service payments spiked in FY98 with the initial year of the new Parks Bond issue. Debt service is projected to decline from there as outstanding Excise Tax and Water/Sewer Revenue Bonds are retired. The proposed Capital Improvement Plan calls for the issuance of additional excise tax bonds in FY 99.

Debt Service Requirements Until Maturity All Long-Term Debt Related to Capital Improvements

Fiscal Year	Principal	Interest	Total
1998/99	\$ 10,305,000.00	6,359,741.00	16,664,741.00
1999/00	10,420,000.00	5,796,351.00	16,216,351.00
2000/01	10,850,000.00	5,260,533.00	16,110,533.00
2001/02	9,690,000.00	4,705,090.00	14,395,090.00
2002/03	10,050,000.00	4,203,045.00	14,253,045.00
2003/04	10,415,000.00	3,674,670.00	14,089,670.00
2004/05	10,910,000.00	3,118,978.00	14,028,978.00
2005/06	10,155,000.00	2,527,330.00	12,682,330.00
2006/07	10,615,000.00	1,972,462.00	12,587,462.00
2007/08	4,225,000.00	1,449,266.88	5,674,266.88
2008/09	2,280,000.00	1,214,785.00	3,494,785.00
2009/10	2,405,000.00	1,089,837.50	3,494,837.50
2010/11	2,545,000.00	955,875.00	3,500,875.00
2011/12	2,690,000.00	812,680.00	3,502,680.00
2012/13	2,240,000.00	660,687.50	2,900,687.50
2013/14	2,365,000.00	535,837.50	2,900,837.50
2014/15	2,505,000.00	403,837.50	2,908,837.50
2015/16	2,650,000.00	264,137.50	2,914,137.50
2016/17	2,805,000.00	116,462.50	2,921,462.50
	<u>\$ 120,120,000.00</u>	<u>45,121,606.88</u>	<u>165,241,606.88</u>

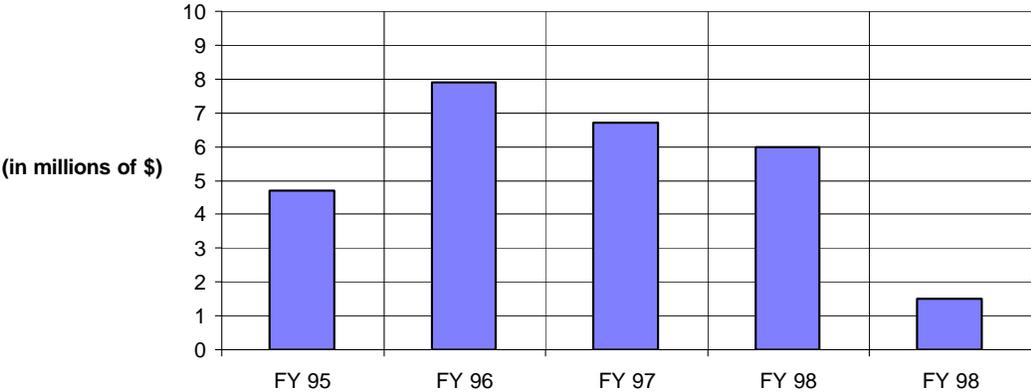
There are no debt limitations in the City Charter or State Statute.

*An additional \$16,710,000 has been borrowed from the Sunshine State Financing Comm., some with variable interest rates. These loans are not included in the schedule or graph.

ENDING FUND BALANCES

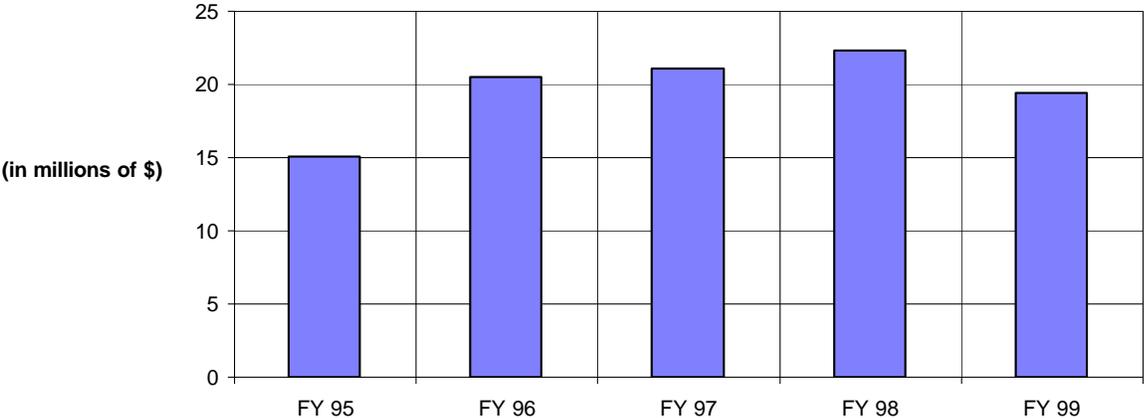
Ending fund balances are shown for General Fund and all funds. Enterprise fund balance is a calculated amount since accounting is different for proprietary funds versus governmental funds.

General Fund Unreserved Ending Balance



FY96 shows a significant jump in end balances due to productivity improvements and a strong economy. The FY99 budgeted amount is lower due to budget policy of appropriating all but \$1.5 million. Actual ending balance should reflect past levels.

All Operating Funds Unreserved Ending Balance



This graph shows unreserved ending balance for all operating funds exclusive of internal service funds. The slight drop in FY99 is due to conservative practice of budgeting only a modest amount in the General Fund.

DEPARTMENT BUDGETS

INTRODUCTION

The City government is organized into departments along functional lines. The City's organization chart on page 94 reflects its operation under the "Commission-Manager" plan and identifies its nine departments.

The chart on page 74 shows the changes in full-time authorized personnel for each fund.

The first section for each department is an organizational chart. This provides information for three fiscal years and reflects the addition or deletion of positions, the reorganization of positions between or within divisions, and the reallocation of positions. The charts include budgeted, full-time personnel, as well as grant funded positions.

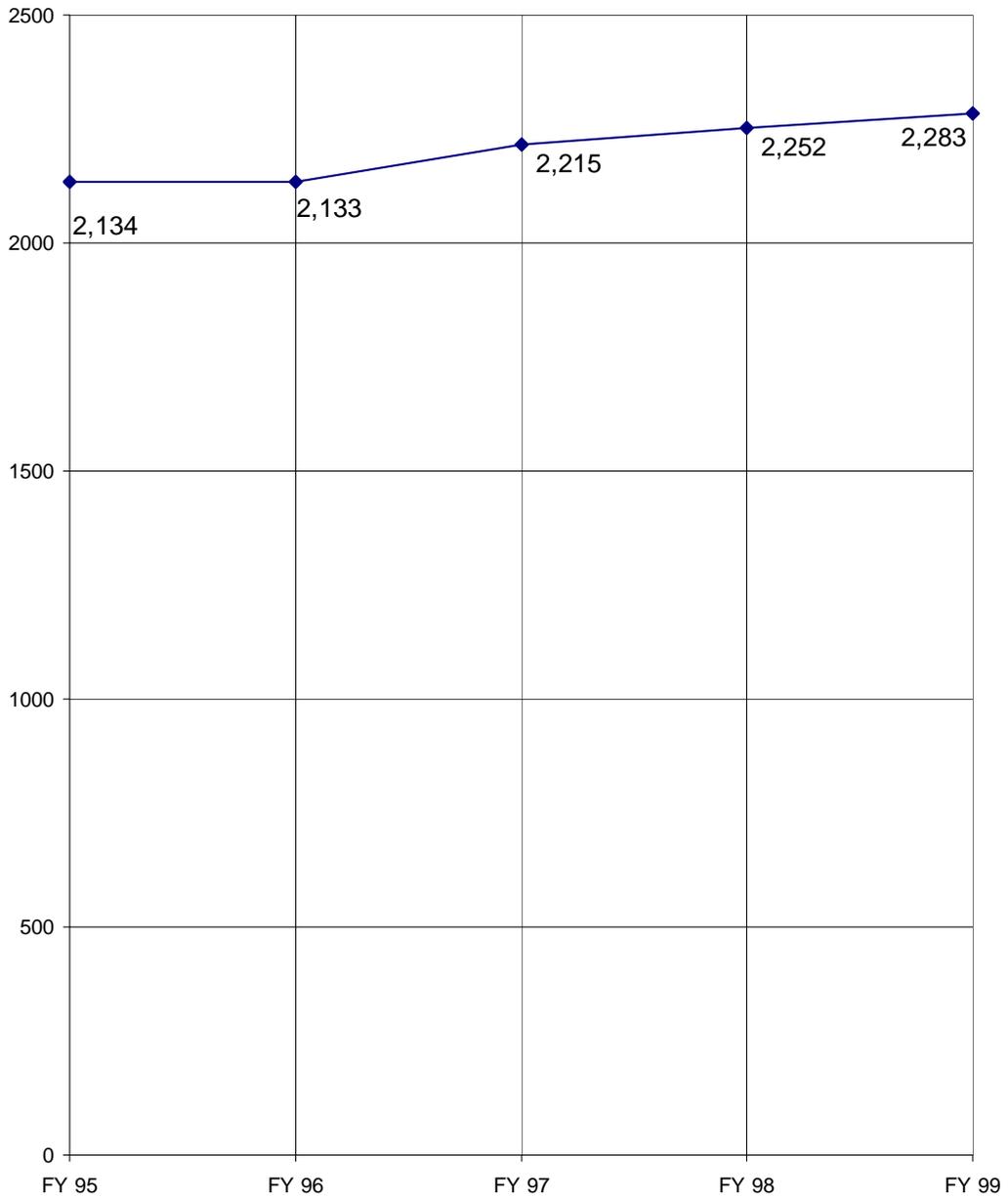
Included in the subsequent pages is information about the long-range mission of each department, highlights of each department's goals and objectives for the new fiscal year, selected performance measures, and revenue and expenditure information.

Departments prepare goals and objectives to:

1. Clarify and define organizational responsibilities and activities;
2. Place priorities on activities and the use of resources required by those activities;
3. Identify, evaluate, and select alternative courses of action;
4. Provide a basis for measuring, evaluation, and reporting performance;
5. Assure consistency and commitment within the City to pursue similar outcomes and results, e.g. clean city, economic development, customer service, and public safety.

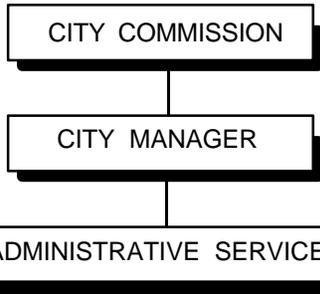
CHANGES IN FULL-TIME PERMANENT PERSONNEL				
		FY 96/97	FY 97/98	FY 98/99
		Adopted	Revised	Adopted
		Budget	Budget	Budget
GENERAL FUND:				
Administrative Services		60	59	60
City Attorney		20	20	20
City Clerk		N/A	10	10
City Commission		5	5	5
City Manager		23	15	16
Finance		48	48	49
Fire-Rescue & Building		386	384	393
Parks & Recreation		231	231	236
Planning & Economic Development		28	34	40
Police		756	770	771
Public Services		128	132	132
<i>General Fund Total</i>		1,685	1,708	1,732
COMMUNITY REDEVELOPMENT FUND:				
City Manager		1	1	1
Planning & Economic Development		2	2	3
<i>Community Redevelopment Fund Total</i>		3	3	4
ENTERPRISE FUNDS:				
Sanitation		71	74	77
Water & Sewer		289	289	281
Central Region		38	38	37
Stormwater		15	21	21
Parking System		47	47	53
Executive Airport		7	7	8
<i>Enterprise Funds Total</i>		467	476	477
INTERNAL SERVICE FUNDS:				
Insurance		7	7	7
Central Services		12	12	12
Vehicle Rental		3	3	3
<i>Internal Service Funds Total</i>		22	22	22
GRANTS AND CONFISCATION FUNDS:				
Planning & Economic Development		14	17	16
Police		24	26	32
<i>Grants and Confiscation Funds Total</i>		38	43	48
ALL FUNDS TOTAL		2,215	2,252	2,283

Full-Time Permanent Positions Budgeted

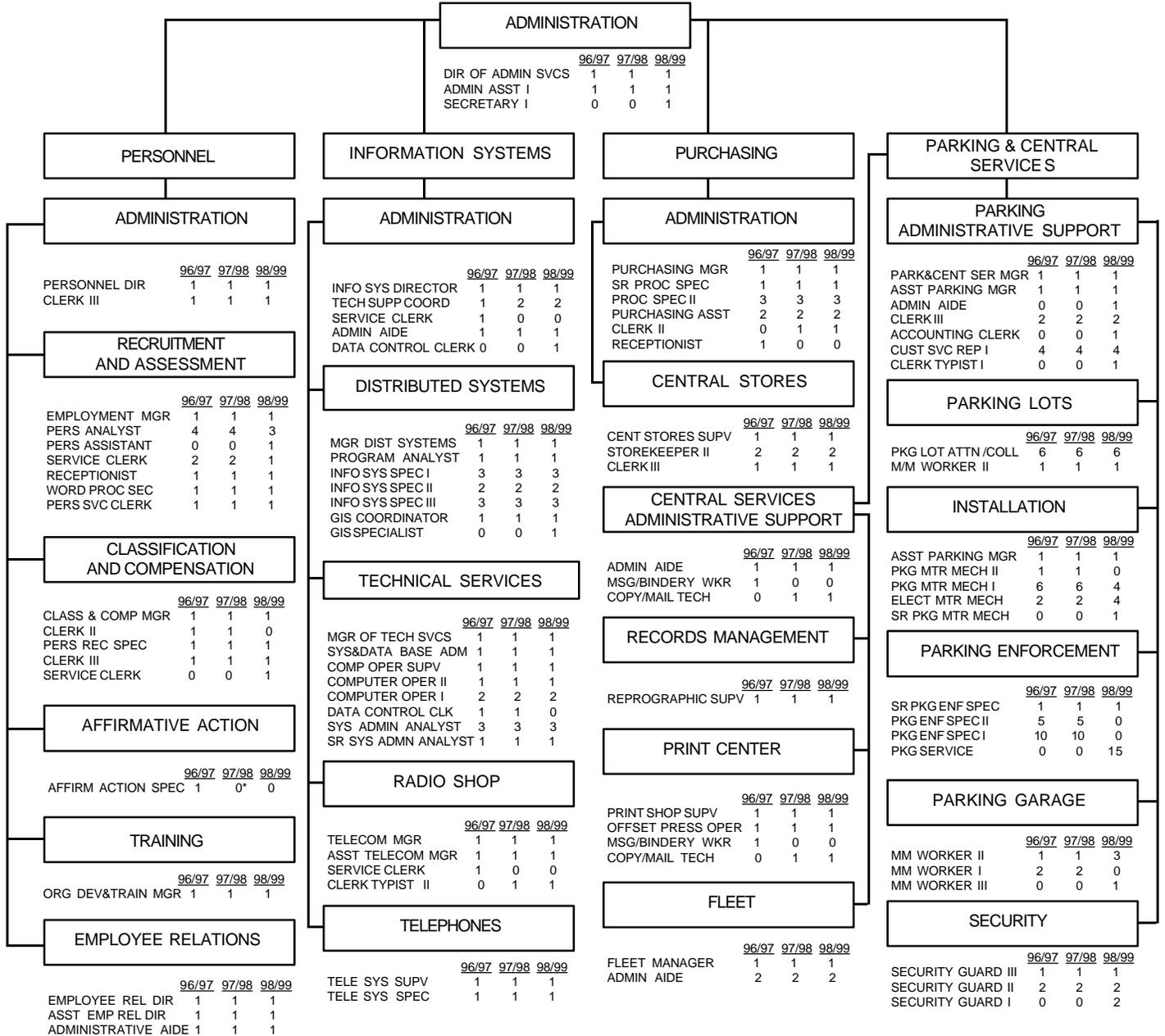


The trend in authorized full-time positions shows a 2.2 percent increase from FY98 and a 6.9 percent increase since FY95. Please note that the position counts above include grant and confiscation fund positions.

ORGANIZATION PLAN ADMINISTRATIVE SERVICES



TOTAL FULL-TIME PERSONNEL			
	96/97	97/98	98/99
DEPARTMENT	122	121	128
CITY TOTAL	2,215	2,252	2,283



*POSITION TRANSFERRED TO THE CITY MANAGER DEPARTMENT.

ADMINISTRATIVE SERVICES DEPARTMENT

MISSION

Be the Best, Serving the Best.

FY 1998/99 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Administrative Support	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget	\$447,576	\$307,572	\$308,765
Total FTE's	2	2	3 *

1. Goal: Foster a departmental commitment to excellent service for our varied customers. This commitment is promoted through shared leadership, employee recognition and support, and a spirit of enthusiasm.

- Objectives:
- a. Provide overall management services and coordination for the department, including the coordination of responses to citizen and Commission inquiries and the monitoring of the departmental budget and budget-related quarterly performance measures.
 - b. Conduct a needs assessment to develop a framework in which to begin negotiations with the incumbent cable operator, as required by federal law, for a successor franchise agreement.
 - c. Develop and implement a newsletter to better recognize and communicate with departmental employees.

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Personnel	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget	\$1,578,087	\$1,758,009	\$1,788,395
Total FTE's	21	20	19 *

2. Goal: Provide professional personnel services by encouraging personal and professional growth, developing innovative methods, building a positive image, creating employee satisfaction and promoting teamwork.

- Objectives:
- a. Recruit and identify quality candidates for employment through targeted recruitment and advanced professional assessment techniques.
 - b. Identify training needs of individual departments and provide programs which address those needs.
 - c. Develop and implement systems and procedures which will effectively provide for equal employment opportunity.
 - d. Continue the ongoing practice of compensating employees fairly in terms of both internal and external equity.

*Reflects the transfer of a Service Clerk from the Personnel Division to the Administrative Support Division.

ADMINISTRATIVE SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Applications Processed	11,500 *	10,000	10,000
Appointments, Hires, Promotions, etc.	380	450	420
Efficiency:			
Personnel/Human Resource Division Expense as a % of City Expenses**	0.6 %	0.6 %	0.6 %

*Increase due to more vacancies which were refilled.

**FY 96/97 Average National Benchmark is 0.9% as published in the annual survey/report conducted by the Bureau of National Affairs, Inc. and the Society for Human Resource Management (recognized by the Saratoga Institute as the annual Human Resources Effectiveness Report [HRER]).

	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
<u>DIVISION:</u> Parking and Central Services			
Total Budget (General Fund)	\$702,323	\$836,166	\$819,314
Total FTE's	3	3	3
Total Budget (Parking Fund)	\$4,726,647	\$4,810,202	\$4,829,486
Total FTE's	47	47	53
Total Budget (Central Services Fund)	\$336,400	\$354,892	\$401,037
Total FTE's	3	3	3
Total Budget (Vehicle Rental Fund)	\$8,531,520	\$17,159,885	\$8,237,679
Total FTE's	3	3	3

3. Goal: Provide the City with the highest quality printed product possible at a competitive rate.

Objectives: a. Review charges to meet actual expenses and remain competitive, while providing a level of service unobtainable on the outside. Maintain a savings of 25% over commercial printers.

b. Enhance desktop publishing capabilities to provide a wider range of services.

c. Use community service workers whenever possible.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Sheets Thru Press (Impressions)	7,560,100	7,500,000	7,500,000
Efficiency:			
Average % Lower Than Outside Printing Companies	25 %	26 %	26 %

ADMINISTRATIVE SERVICES DEPARTMENT

4. Goal: Improve mail and graphics customer service and satisfaction.

- Objectives:
- a. Develop marketing tools to keep customers informed of available services.
 - b. Explore new methods to improve the quality and productivity of customer services while striving to reduce costs.
 - c. Explore new methods to reduce postage costs.
 - d. Provide typeset quality for printing, improve graphics and art productivity and automated art enhancement capabilities while improving customer service.
 - e. Explore available software to enhance service.

5. Goal: Administer and monitor the contracts arising out of the privatization of microfilming, records storage and retrieval of records.

- Objectives:
- a. Continue reducing backlog of building plans to be microfilmed.
 - b. Free up additional floor space in the Fire-Rescue and Building Department by reducing building plan storage requirements.
 - c. Continue filming 16mm "general" City records, those having 50 or more years of retention (i.e., personnel records, resolutions, agendas, ordinances, etc.).

6. Goal: Enhance City Hall Parking Garage security.

- Objectives:
- a. Increase the number of hours security guards patrol the parking garage.
 - b. Escort employees to the parking garage after normal working hours.
 - c. Provide after hours security in City Hall lobby.

7. Goal: Furnish functional, reliable and economical vehicles and equipment necessary for the conduct of City operations.

- Objectives:
- a. Implement the planned replacement of 161 vehicles and equipment.
 - b. Update "Fleet Plan" and projected vehicle and equipment replacement costs through FY 1999/2000.
 - c. Successfully monitor and control the new "Fleet Management & Maintenance Agreement" to ensure vehicle and equipment maintenance and repairs are optimized to minimize downtime and costs.
 - d. Assist in the development, planning, scheduling, and implementation of the work required to train the required fleet users on how to use IQ software to get ad-hoc reports from Fleet Tracker.
 - e. Furnish staff and garage technician support for two vehicle and equipment auction sales.
 - f. Coordinate and assist in the scheduling of nearly 700 City vehicles for State mandated emissions tests.

ADMINISTRATIVE SERVICES DEPARTMENT

- g. Complete the steps required to replace the final two Fire Department pumpers in FY 1998/1999.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Fleet Size	1,059	1,089	1,141
Fleet Downtime Hours	234,378	220,061	250,000 *
Efficiency:			
Average Cost of Fleet Repair Workorders	\$160.00	\$141.00	\$150.00
Effectiveness:			
Percent of Downtime to Total Fleet Available Hours	2.52 %	2.36 %	2.5 %*

*Increase due to more fleet vehicles.

8. Goal: Create adequate parking facilities with an emphasis on quality and safety while providing for rates that are affordable and acceptable to the public.

- Objectives:
- a. Research converting the South Beach Parking Lot from an attendant lot to a metered lot.
 - b. Retain a parking consultant to assist with special projects and studies.
 - c. Continue to pursue expansion of existing facilities and construction of new facilities.
 - d. Pursue enhancement of the on-line Parking Administrative Computer System.
 - e. Pursue implementation of a parking citation pay-by-phone system.
 - f. Implement a joint parking venture in the BridgeSide Square area.
 - g. Enforce parking regulations and increase ticket collection rate.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Metered Parking Spaces	5,742	5,850	5,900
Parking Citations Issued	132,722	120,000	130,000
Voided Parking Citations	15,777	10,000	10,000
Efficiency:			
Parking Meters Maintained/8 FTE's	718	732	738 *
Parking Meters Collected/2 FTE's	2,871	2,925	2,950

ADMINISTRATIVE SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Effectiveness:			
Parking Tickets Collected (Industry Standard is 75%)	72 %	75 %	80 %

*Meters are now being maintained 16 hours/day instead of 8, which requires additional FTE's.

<u>DIVISION</u> : Information Systems	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Total Budget (General Fund)	\$2,444,992	\$3,122,433	\$4,032,942
Total FTE's	26	26	27
Total Budget (Central Services Fund)	\$1,277,054	\$1,211,678	\$1,283,031
Total FTE's	5	5	5

9. Goal: Provide Information Systems support to all City departments.

- Objectives:
- a. Continue to provide access, support (via the Computer Helpline) and training of all City computer applications to Information Systems Division (ISD) customers.
 - b. Upgrade servers and network equipment located in City Hall's computer room from 10 megabits per second (Mbps) to 100 Mbps.
 - c. Replace obsolete wide area network equipment located at all fire stations and other remote sites.
 - d. Migrate to Microsoft Office '97 to replace CAI for office automation.
 - e. Coordinate enhanced communication with Broward County to facilitate data sharing via County's extranet.
 - f. Assists department in migration to personal computer (PC) environment from "dumb terminals" to allow use of feature rich PC programs, connections to networked programs, data on CD server, and internet connectivity.
 - g. Assist departments utilizing the City's Geographic Information System (GIS) to improve their business effectiveness.
 - h. Provide maintenance and support for all radio communications equipment to all City departments.
 - i. Provide maintenance and support for all City telephone systems and network services.
 - j. Improve performance of the City's radio system through the implementation of improved diagnostic methods and preventative maintenance programs.

ADMINISTRATIVE SERVICES DEPARTMENT

- k. Replace the City's antiquated telephone system (PBX) with a new system having enhanced user features and lower annual maintenance costs.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Network Users	855	858	858
Helpline Calls	11,031	9,900	9,500
Efficiency:			
Average ISD Personnel Cost/Call*	\$15.56	\$21.09	\$20.50
Effectiveness:			
Helpline Calls Resolved Within 4 Hrs	81 %	86 %	87 %

*As reported by Help Desk Institute's 1997 report on Help Desk practices, the mean average cost of a helpline call is \$28.26.

	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
<u>DIVISION:</u> Purchasing			
Total Budget (General Fund)	\$484,401	\$492,793	\$541,172
Total FTE's	8	8	8
Total Budget (Central Services Fund)	\$252,575	\$279,686	\$300,411
Total FTE's	4	4	4

10. Goal: Provide quality purchasing services through the use of automation, increased efficiency, professionalism and good relations with City departments and the business community.

- Objectives:**
- a. Insure we get the best possible pricing for our required goods and services, consistent with acceptable quality, and on time delivery.
 - b. Install new Buyspeed purchasing system which will provide for electronic, on-line requisitioning.
 - c. Continue to provide procurement opportunities for minority and women owned businesses.
 - d. Provide an efficient and cost effective Central Stores program.
 - e. Issue purchase orders, on average, in 16 days or less, from receipt of an acceptable purchase requisition.
 - f. Implement a credit card system in order to expedite small, routine purchases while decreasing the number of purchase orders.

ADMINISTRATIVE SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Purchase Orders Issued (Includes RPA's)	17,801	18,000	17,000
Efficiency:			
Average Cost to Process Purchase Order	\$27.65	\$29.50	\$29.50
Effectiveness:			
Average Days to Issue a Purchase Order*	17.0	17.0	16.0

*A survey by Arizona State University reports the national average time the public sector requires to issue a purchase order is 23 days.

	<u>FY 96/97 Actual</u>	<u>FY 97/98 Rev Budget</u>	<u>FY 97/98 Est Actual</u>	<u>FY 98/99 Budget</u>
<u>General Fund</u>				
Revenues				
Taxes	\$ 1,081,603	1,152,360	1,152,360	1,187,280
Charges for Service	1,920,651	1,053,142	1,212,717	1,214,815
Fines and Forfeitures	191,070	255,000	255,000	255,000
Miscellaneous Revenue	582,322	1,288,636	1,296,293	591,224
<i>Total</i>	<u>\$ 3,775,646</u>	<u>3,749,138</u>	<u>3,916,370</u>	<u>3,248,319</u>
Expenditures				
Salaries & Wages	\$ 2,855,001	3,064,049	3,042,743	3,144,551
Fringe Benefits	842,525	925,243	880,650	900,940
Services/Materials	1,528,877	1,985,766	1,790,094	1,898,737
Other Operating Expenses	98,135	179,449	200,846	153,321
Non-Operating Expenses	0	2,000	2,000	2,000
Capital Outlay	332,843	1,057,091	600,641	1,391,039
<i>Total</i>	<u>\$ 5,657,381</u>	<u>7,213,599</u>	<u>6,516,973</u>	<u>7,490,588</u>

ADMINISTRATIVE SERVICES DEPARTMENT

	FY 96/97	FY 97/98	FY 97/98	FY 98/99
	<u>Actual</u>	<u>Budget</u>	<u>Est Actual</u>	<u>Budget</u>
	<u>Parking Fund</u>			
Revenues				
Charges for Service	\$ 4,910,614	3,927,500	4,328,551	4,404,500
Fines and Forfeitures	1,751,365	2,080,000	2,079,933	2,140,000
Miscellaneous Revenue	610,308	344,500	418,500	349,500
<i>Total</i>	<u>\$ 7,272,287</u>	<u>6,352,000</u>	<u>6,826,984</u>	<u>6,894,000</u>

Expenditures				
Salaries & Wages	\$ 1,416,166	1,605,834	1,577,573	1,828,826
Fringe Benefits	460,564	514,039	509,605	542,150
Services/Materials	550,999	897,640	1,079,216	839,225
Other Operating Expenses	1,290,181	1,345,129	1,326,038	1,451,215
Non-Operating Expenses*	714,884	0	0	0
Capital Outlay	293,853	292,228	317,770	168,070
<i>Total</i>	<u>\$ 4,726,647</u>	<u>4,654,870</u>	<u>4,810,202</u>	<u>4,829,486</u>

	<u>City Insurance Fund</u>			
Expenditures				
Salaries & Wages	\$ 0	0	0	0
Fringe Benefits	0	0	0	0
Services/Materials	57,738	78,200	78,200	60,000
Other Operating Expenses	0	0	0	0
Non-Operating Expenses	0	0	0	0
Capital Outlay	0	0	0	0
<i>Total</i>	<u>\$ 57,738</u>	<u>78,200</u>	<u>78,200</u>	<u>60,000</u>

*FY 96/97 includes depreciation which is not budgeted.

ADMINISTRATIVE SERVICES DEPARTMENT

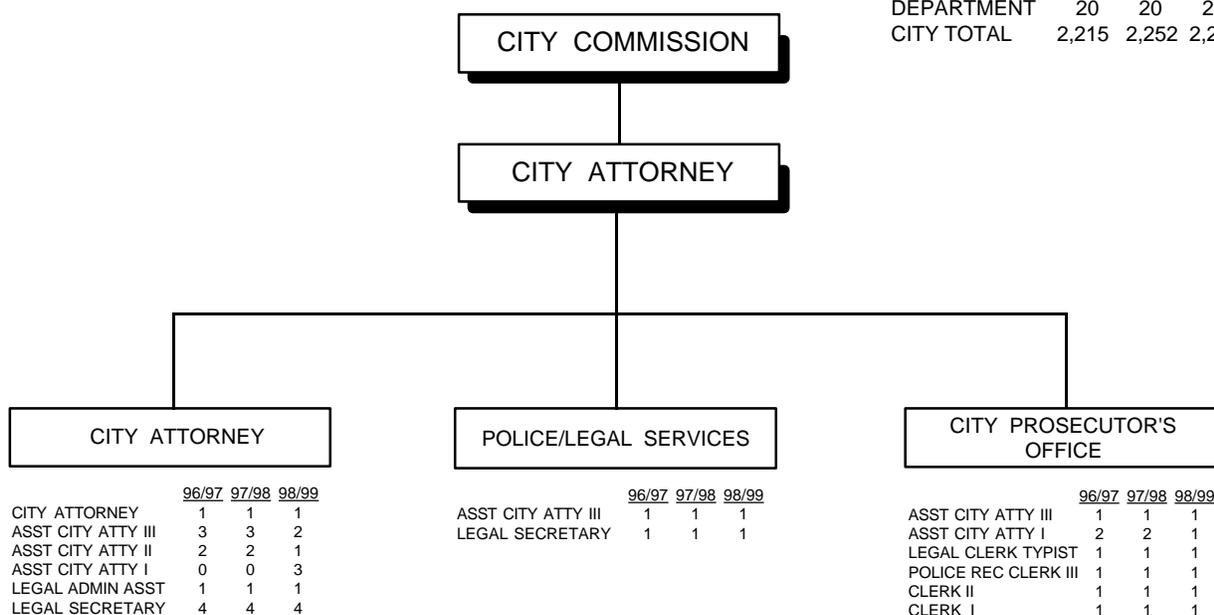
	FY 96/97 Actual	FY 97/98 Budget	FY 97/98 Est Actual	FY 98/99 Budget
<u>Central Services Fund</u>				
Revenues				
Charges for Service	\$ 2,180,408	1,636,461	1,623,975	1,438,079
Miscellaneous Revenue	134,531	72,616	129,475	131,380
<i>Total</i>	<u>\$ 2,314,939</u>	<u>1,709,077</u>	<u>1,753,450</u>	<u>1,569,459</u>
Expenditures				
Salaries & Wages	\$ 430,992	497,537	495,662	522,939
Fringe Benefits	129,480	164,883	159,848	159,790
Services/Materials	758,163	1,240,884	1,021,082	1,115,917
Other Operating Expenses	105,006	120,123	125,717	157,233
Non-Operating Expenses*	1,259,554	18,421	0	0
Capital Outlay	441,793	47,284	43,947	28,600
<i>Total</i>	<u>\$ 2,578,190</u>	<u>2,089,132</u>	<u>1,846,257</u>	<u>1,984,479</u>
<u>Vehicle Rental Fund</u>				
Revenues				
Charges for Service	\$ 7,454,131	7,755,732	8,135,766	9,499,316
Miscellaneous Revenues	647,603	830,000	1,274,213	876,880
Other Sources	0	0	5,136,833	0
<i>Total</i>	<u>\$ 8,101,734</u>	<u>8,585,732</u>	<u>14,546,812</u>	<u>10,376,196</u>
Expenditures				
Salaries & Wages	\$ 136,294	139,821	141,241	148,661
Fringe Benefits	42,330	44,913	41,458	43,746
Services/Materials	3,430,412	3,313,741	3,127,680	3,340,916
Other Operating Expenses	150,986	180,567	156,499	180,356
Non-Operating Expenses*	3,793,948	0	0	0
Capital Outlay	4,771,499	7,627,560	13,693,006	4,524,000
<i>Total</i>	<u>\$ 12,325,468</u>	<u>11,306,602</u>	<u>17,159,885</u>	<u>8,237,679</u>

*FY 96/97 includes depreciation which is not budgeted.

ORGANIZATION PLAN CITY ATTORNEY

TOTAL FULL - TIME PERSONNEL

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
DEPARTMENT	20	20	20
CITY TOTAL	2,215	2,252	2,283



CITY ATTORNEY DEPARTMENT

MISSION

Provide professional legal services and legal counsel to the City Commission and all municipal officers regarding matters pertaining to their official duties.

FY 1998/99 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

DIVISIONS: City Attorney, City Prosecutors

Office & Police Legal Services	FY 96/97	FY 97/98	FY 98/99
	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget	\$1,414,075	\$1,553,369	\$1,606,532
Total FTE's	20	20	20

1. Goal: Provide quality legal counsel to the City Commission, to all City departments and to various City advisory boards.

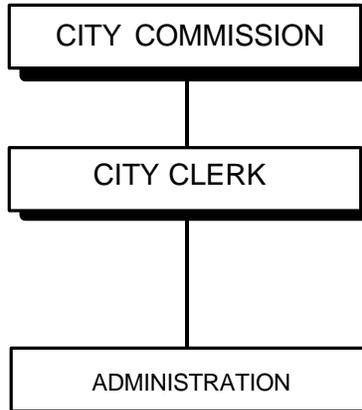
- Objectives:
- a. Advise and assist City staff and the City Commission on various legal issues in order to protect the interests of the City, to minimize future legal problems and to ensure compliance with City, State and Federal laws.
 - b. Prosecute violations of City ordinances and defend legal actions brought against the City.
 - c. Prosecute forfeiture actions and generate revenues for the Forfeiture Confiscation Trust Fund.
 - d. Advise police personnel on legal matters which affect the provision of services related to enforcement of City, State and Federal laws.
 - e. Participate in continuing legal education programs and in available forums for legal information in order to be informed on all current developments in the law pertaining to municipal government.

	FY 96/97	FY 97/98	FY 97/98	FY 98/99
	<u>Actual</u>	<u>Budget</u>	<u>Est Actual</u>	<u>Budget</u>
			<u>General Fund</u>	
Revenues				
Charges for Service	\$ 0	0	5,684	0
Fines and Forfeitures	69,357	16,764	23,589	17,000
Miscellaneous Revenues	77,932	67,900	97,901	75,300
<i>Total</i>	\$ <u>147,289</u>	<u>84,664</u>	<u>127,174</u>	<u>92,300</u>

CITY ATTORNEY DEPARTMENT

	FY 96/97 Actual	FY 97/98 Rev Budget	FY 97/98 Est Actual	FY 98/99 Budget
	<u>General Fund</u>			
Expenditures				
Salaries & Wages	\$ 967,187	1,043,434	1,057,788	1,030,150
Fringe Benefits	239,577	255,817	262,187	274,186
Services/Materials	179,286	218,774	215,492	228,430
Other Operating Expenses	13,105	17,074	15,560	17,020
Non-Operating Expenses	0	0	0	0
Capital Outlay	14,920	18,272	2,342	56,746
<i>Total</i>	\$ 1,414,075	1,553,371	1,553,369	1,606,532

ORGANIZATION PLAN CITY CLERK



TOTAL FULL - TIME PERSONNEL

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
DEPARTMENT	0	10	10
CITY TOTAL	2,215	2,252	2,283

	<u>96/97</u>	<u>97/98*</u>	<u>98/99</u>
CITY CLERK	0	1	1
ASST TO CITY COMM	0	1	1
ASST CITY CLERK	0	1	1
ADMIN AIDE	0	1	1
SECRETARY II	0	2	2
SECRETARY I	0	0	1
SERVICE CLERK	0	2	2
RECEPTIONIST	0	2	1

*TRANSFERRED FROM THE CITY MANAGER'S DEPARTMENT

CITY CLERK DEPARTMENT

MISSION

Provide quality customer service in a timely manner to the Commission, City staff, other governmental agencies, and the general public.

FY 1998/99 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget	N/A *	\$781,585	\$682,136
Total FTE's	N/A	10	10

1. Goal: Prepare and coordinate documentation to support the Commission agenda. Prepare, setup and provide minutes for all City Commission meetings and workshops.

- Objectives:
- a. Provide accurate, high quality agenda items for the City Commission.
 - b. Provide support to the City Commission, City staff and all people in attendance at the City Commission meetings.
 - c. Preserve document history of all meetings.
 - d. Maintain and file official records of the City.

<u>Selected Performance Measures</u>	FY 96/97	FY 97/98	FY 98/99
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs			
Agenda Preparation:			
Conference Items	200	273	280
Regular Items	880	1,131	1,200
Special Items	27	18	20
Average Pages in Agenda Package	500	1,000	1,100
Commission Meetings:			
Conference Meetings	22	22	22
Regular Meetings	22	22	22
Special Meetings	12	12	12
Meeting Hours:			
Conference Meeting Hours	100	110	100
Regular Meeting Hours	80	95	90
Special Meeting Hours	50 **	35	35
Efficiency:			
Agenda Items Processed/2 FTE's	554	711	750
Agenda Pages Reviewed, Corrected & Typed /Agenda/2 FTE's	250	500	550

*In FY 96/97, this was part of the City Manager's Department budget.

**Increase due to zoning reform and homeless issues.

CITY CLERK DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Effectiveness:			
Timely Friday Mailout of 100 Agendas to Home-Owners Associations, Businesses, and Citizens	100 %	100 %	100 %
Timely Agenda Distribution to Commission	100 %	100 %	100 %
Same Day Distribution of Additional/ Supplementary Agenda Information	100 %	100 %	100 %

2. Goal: Coordinate appointments made by the Commission to all advisory boards and prepare necessary appointment correspondence and certificates.

- Objectives:
- a. Contact advisory board members by phone in a timely manner to inform them of appointment/reappointment.
 - b. Provide advisory board liaisons with revised board lists and inform liaison of Commission actions pertaining to advisory boards (appointments, etc.).
 - c. Prepare all advisory board correspondence (appointment letters, reappointment letters, certificates etc.).
 - d. Maintain master file of all addresses, applications/resumes, and board member history.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs			
Citizen and Advisory Board Correspondence	N/A	550	550
Advisory Board Telephone Inquiries	N/A	473	473
Efficiency:			
Citizen and Advisory Board Correspondence/2 FTE's	N/A	275	275
Telephone Inquiries/2 FTE's	N/A	237	237
Effectiveness:			
Timely Notification to Advisory Board Members and Board Liaisons	100 %	100 %	100 %

3. Goal: Serves as the liaison between the City Commission, City departments and the general public.

- Objectives: a. Resolve citizen complaints on behalf of the City Commission and respond to citizen inquiries via ACTion tracking system.

CITY CLERK DEPARTMENT

- b. Identify resources and refer matters to the appropriate department or agency for action.
- c. Prepare responses to correspondence received by the City Commission.

<u>Selected Performance Measures</u>	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
Workloads/Outputs			
City Commission/Citizen Action Inquiries	400	550	650
Proclamations	150	189	193
Customer Telephone Inquires	53,600	59,950	61,600
Correspondence Processed	6,500	7,150	9,460
Travel Arrangements Made	35	39	44
Efficiency:			
City Commission/Citizen ACTION Items/1.5 FTE's	267	367	404
Proclamations/1.5 FTE's	100	126	129
Customers Assisted by Telephone/FTE	13,400	11,990	12,320
Letters/Memos Sent/4 FTE's	2,167	1,788	2,365
Travel Arrangements Made/1 FTE	35	39	44
Effectiveness:			
Days to Respond to Requests	1	2	2

FY 96/97 *	FY 97/98	FY 97/98	FY 98/99
<u>Actual</u>	<u>Budget</u>	<u>Est Actual</u>	<u>Budget</u>

General Fund

Revenues

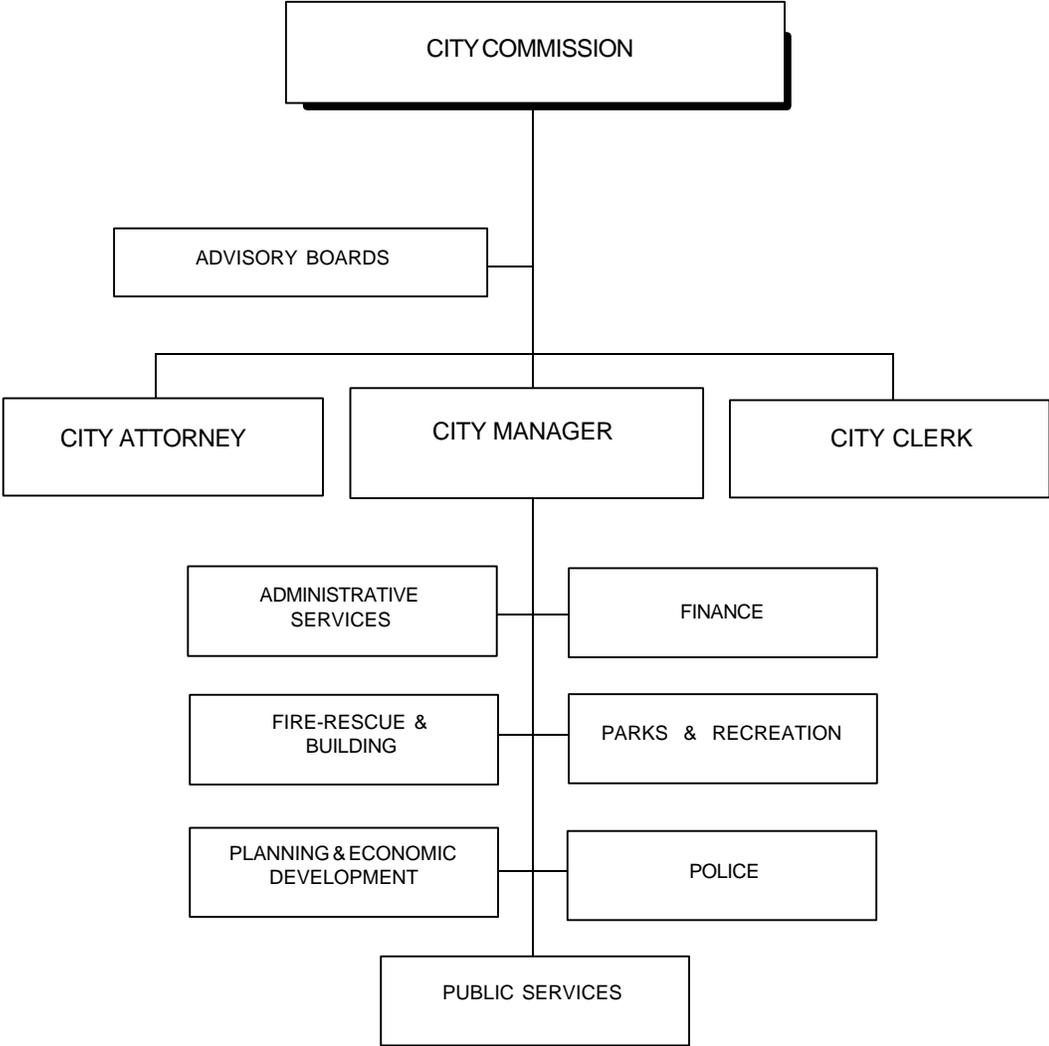
Charges for Service	\$ 0	4,100	4,100	4,100
<i>Total</i>	<u>\$ 0</u>	<u>4,100</u>	<u>4,100</u>	<u>4,100</u>

Expenditures

Salaries & Wages	\$ 0	419,212	446,866	392,814
Fringe Benefits	0	115,009	104,031	105,772
Services/Materials	0	150,770	116,738	148,208
Other Operating Expenses	0	20,642	19,817	16,842
Non-Operating Expenses	0	0	0	0
Capital Outlay	0	102,604	94,131	18,500
<i>Total</i>	<u>\$ 0</u>	<u>808,237</u>	<u>781,584</u>	<u>682,136</u>

*Part of the City Manager's budget.

**THE PEOPLE OF FORT
LAUDERDALE**



CITY COMMISSION

MISSION

To represent the public interest, promote quick, courteous response to residents' problems, provide leadership and direction to the City's future, and assure the present and future fiscal integrity of the municipal government.

FY 1998/99 GOALS AND OBJECTIVES

1. Goal: Serve as the governing body for the City of Fort Lauderdale.

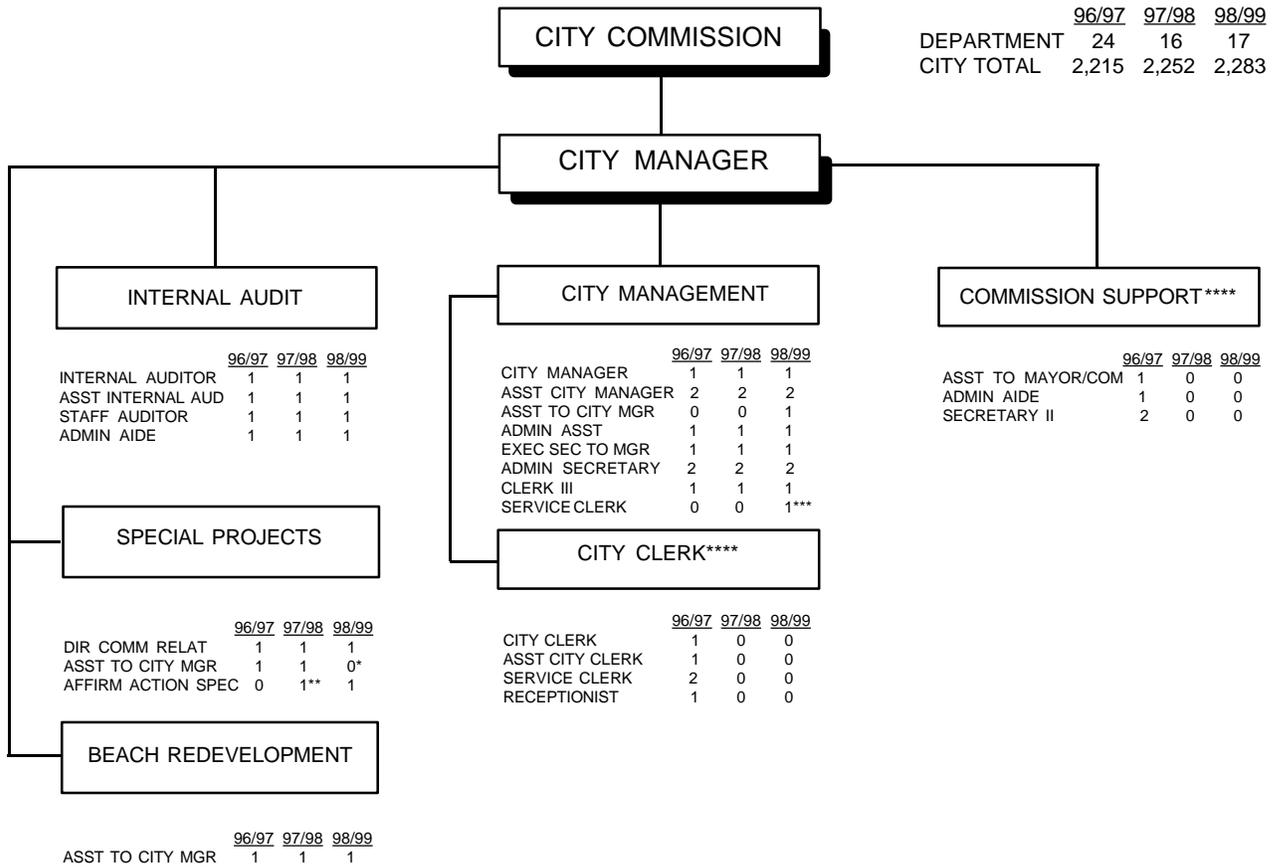
- Objectives:
- a. Establish City policy and enact ordinances, rules and regulations providing for the general health and welfare of citizens and property.
 - b. Adopt the annual budget.
 - c. Authorize most contracts.
 - d. Appoint the City Manager, City Attorney, City Clerk and the advisory board members.

	FY 96/97	FY 97/98	FY 97/98	FY 98/99
	Actual	Rev Budget	Est Actual	Budget
	<u>General Fund</u>			
Expenditures				
Salaries & Wages	\$ 72,399	72,361	72,361	72,361
Fringe Benefits	6,738	6,738	6,738	6,738
Services/Materials	19,942	31,840	30,747	29,040
Other Operating Expenses	43,929	51,700	58,838	64,700
Non-Operating Expenses	0	0	0	0
Capital Outlay	2,879	22,600	3,055	28,600
<i>Total</i>	\$ 145,887	185,239	171,739	201,439

ORGANIZATION PLAN CITY MANAGER

TOTAL FULL - TIME PERSONNEL

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
DEPARTMENT	24	16	17
CITY TOTAL	2,215	2,252	2,283



*TRANSFERRED TO THE PLANNING & ECONOMIC DEPARTMENT
 **TRANSFERRED FROM ADMINISTRATIVE SERVICES DEPARTMENT
 ***TRANSFERRED FROM THE CITY CLERK'S DEPARTMENT
 ****TRANSFERRED TO THE CITY CLERK DEPARTMENT.

CITY MANAGER DEPARTMENT

MISSION

Develop a strategy and forge a bond of mutual respect, pride, trust and commitment between the City family and community that will transform the City Vision to reality.

FY 1998/99 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget	\$834,727	\$957,952	\$1,034,340
Total FTE's	8	8	10

1. Goal: In collaboration with the City Commission, develop the general goals and objectives of the City and direct the City team and resources to accomplish the City Vision.

- Objectives:
- a. Provide general guidance and management to City departments.
 - b. Execute Commission policy.
 - c. Facilitate implementation of the Vision Statement and the City's long range goals and objectives.
 - d. Coordinate City's efforts to accomplish cost savings and increased efficiencies.
 - e. Prepare Federal and State Legislative programs, including lobbying services.
 - f. Provide quality customer service to the commission, residents and visitors.
 - g. Promote diversity in staffing, procurement and contract services.

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Special Projects/Beach Redevelopment	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget (General Fund)	\$200,321	\$259,478	\$224,642
Total FTE's	3	3	2
Total Budget (Beach Redevelopment)	\$99,434	\$101,921	\$101,866
Total FTE's	1	1	1

2. Goal: Manage and implement the annual work programs of the Fort Lauderdale Community Redevelopment Agency (CRA), and coordinate other public/private revitalization and redevelopment activities occurring citywide.

- Objectives:
- a. Coordinate the Central Beach Redevelopment Program and provide staff assistance to the Beach Redevelopment Board.
 - b. Provide and coordinate staff services to the Central Beach Community Redevelopment Agency.

CITY MANAGER DEPARTMENT

- c. Coordinate efforts to revitalize the City's Northwest/Progresso area through the Northwest-Progresso-Community Redevelopment Agency.
- d. Work with the Planning and Economic Development Department to coordinate and stimulate public/private revitalization and redevelopment activities citywide.

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Internal Audit	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget	\$246,030	\$277,071	\$279,697
Total FTE's	4	4	4

3. Goal: Ensure adequate internal management and audit controls within City operations.

- Objectives:
- a. Ensure effective budgeting, accounting, financial and operating policies, procedures and systems of the City.
 - b. Furnish analysis, recommendations, counsel and information to members of management concerning activities audited.

	FY 96/97	FY 97/98	FY 98/99
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Workloads/Outputs:			
Financial/Compliance Audits	14	12	12
Performance Audits	15	12	12
Effectiveness:			
Millions of Dollars Audited	\$22	\$13	*
Collections	\$233,148	\$1,611,402	*
Cost Savings	\$1,667,824	\$2,292,113	*

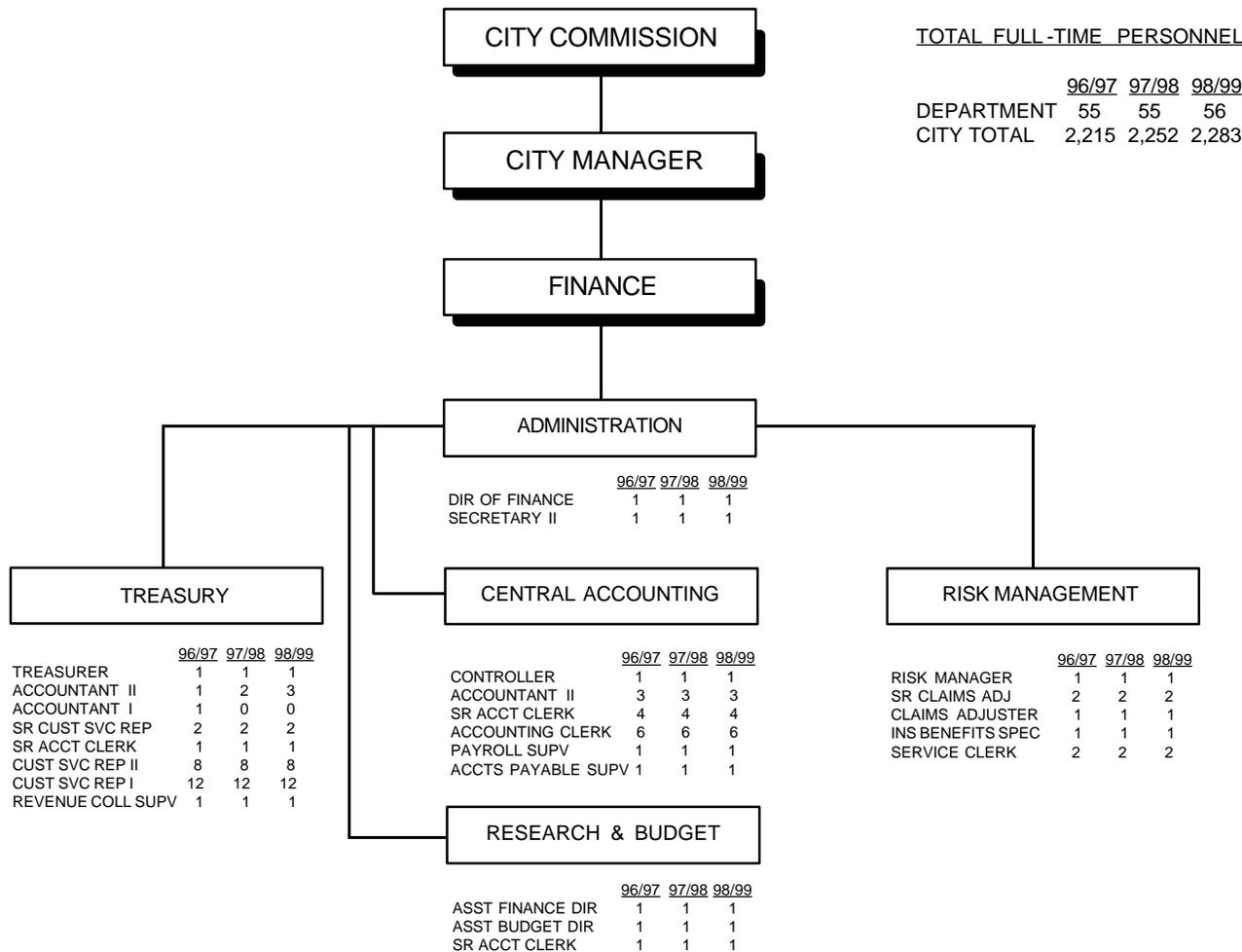
* Identification of monetary savings is determined based on the results of each audit completed.

	FY 96/97	FY 97/98	FY 97/98	FY 98/99
	<u>Actual</u>	<u>Rev Budget</u>	<u>Est Actual</u>	<u>Budget</u>
<u>General Fund</u>				
Expenditures				
Salaries & Wages	\$ 1,286,819	1,084,664	1,109,641	1,138,319
Fringe Benefits	357,398	293,844	277,721	307,731
Services/Materials	253,628	128,019	86,038	70,984
Other Operating Expenses	29,867	15,550	16,640	17,265
Non-Operating Expenses	0	0	0	0
Capital Outlay	9,653	12,574	12,022	4,380
<i>Total</i>	<u>\$ 1,937,365</u>	<u>1,534,651</u>	<u>1,502,062</u>	<u>1,538,679</u>

CITY MANAGER DEPARTMENT

	FY 96/97	FY 97/98	FY 97/98	FY 98/99
	Actual	Rev Budget	Est Actual	Budget
	<u>Community Redevelopment Fund</u>			
Expenditures				
Salaries & Wages	\$ 78,270	78,462	79,688	79,720
Fringe Benefits	21,164	25,380	22,233	22,146
Services/Materials	0	0	0	0
Other Operating Expenses	0	0	0	0
Non-Operating Expenses	0	0	0	0
Capital Outlay	0	0	0	0
<i>Total</i>	\$ 99,434	103,842	101,921	101,866

ORGANIZATION PLAN FINANCE



FINANCE DEPARTMENT

MISSION

Provide a sound financial foundation for all departments, enabling them to work in the best interests of our community, and instill the City's value system among our employees to foster innovative solutions, achieving an outstanding level of service at a reasonable cost.

FY 1998/99 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget	\$218,848	\$220,906	\$212,053
Total FTE's	2	2	2

1. Goal: Maintain the City's excellent bond ratings with Moody's Investors Service and Standard & Poor's Corp.

Objective: a. Increase unreserved General Fund balance for the next three years to equal 7-10% of revenues.

<u>Selected Performance Measures</u>	FY 96/97	FY 97/98	FY 98/99
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Effectiveness:			
Moody's Bond Rating:			
General Obligation	Aa3	Aa3	Aa3
Excise Tax	A1	A1	A1
Water & Sewer	Aa2	Aa2	Aa2
Standard & Poor's Rating:			
General Obligation	AA	AA	AA
Excise	A+	A+	A+
Water & Sewer	AA-	AA-	AA-

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Central Accounting	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget	\$905,561	\$912,967	\$958,924
Total FTE's	16	16	16

2. Goal: Disseminate financial information to employees, the Commission, the public, bondholders, and outside agencies in a timely and efficient manner.

Objectives: a. Process transactions through the centralized financial system and distribute system generated management and departmental reports.

FINANCE DEPARTMENT

- b. Responsible for the majority of the City’s internal and external financial reporting including the preparation of the City’s Comprehensive Annual Financial Report.
- c. Process bi-weekly, monthly, and special annual payrolls for the employees and retirees.
- d. Process vendor payments and non-expenditure disbursements.
- e. Ensure that adequate controls are maintained for all disbursements of the City in both the payroll and accounts payable areas.
- f. Begin implementation of new payroll personnel system.

<u>Selected Performance Measures</u>	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
Workloads/Outputs:			
Vendor Checks Issued	29,931	33,047	32,000
Invoices Processed	42,008	43,000	43,000
Payroll Checks/Direct Deposit Transactions	92,470	95,171	95,000
Financial Transactions	348,484	360,000	360,000
Efficiency:			
Invoices/4 FTE’s	10,502	10,750	10,750
Accounts Reconciled Timely	48 %	55 %	75 %
Effectiveness:			
Received GFOA Award	Yes	Yes	Yes
Account Reconciliations Performed	97 %	97 %	97 %

<u>DIVISION:</u> Risk Management	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Proposed</u>
Total Budget	\$866,436	\$1,047,008	\$1,179,750
Total FTE’s	7	7	7

3. Goal: Protect the city’s operating budget by: minimizing the City’s exposure to risk; accurate reserving/funding of incurred liabilities; and proper allocation/distribution of the cost of accidental losses.

- Objective: a. Continuous improvement and savings in Risk Management programs through safety and loss prevention; property conservation, protection and human element procedures; General, Auto, Police Professional, and Employment Practices Liability claims administration; Workers’ Compensation claims administration; health, dental, and life insurance and Section 125 benefits administration.

FINANCE DEPARTMENT

<u>Selected Performance Measures</u>	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
Workloads/Outputs:			
Claims (Property & Casualty)	673	670	675
Workers' Compensation Claims	489	450	470
Efficiency:			
New Liability Claims/2 FTE's	317	319	325
Effectiveness:			
Claims Settlement Rate (No Litigation)	98 %	98 %	98 %

<u>DIVISION:</u> Treasury	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Proposed</u>
Total Budget	\$1,375,852	\$1,475,970	\$1,633,594
Total FTE's	27	27	28

4. Goal: Provide an outstanding level of customer service while generating, collecting and accounting for all revenues due to the City.

- Objectives:
- a. Improve utility billing technology by implementing customer interface enhancements such as credit card and electronic payments.
 - b. Maximize use of Internet opportunities for City financial disclosure and other related information.
 - c. Assure sufficiency of working capital by making funds available as needed.
 - d. Maximize return on capital through the administration of an aggressive investment program.
 - e. Prepare and collect utility billing for all accounts served by the City.
 - f. Track and followup on all account receivables systems.

<u>Selected Performance Measures</u>	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
Workloads/Outputs:			
Utility Accounts Billed	649,018	650,000	650,000
Utility Billing Work Orders	60,530	60,000	60,000
Efficiency:			
Utility Bills/23 FTE's	28,218	28,261	28,261
Reconciliations Performed Timely	90 %	100 %	100 %

FINANCE DEPARTMENT

<u>Selected Performance Measures</u>	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
Effectiveness:			
Increase Telecom Tax Revenues	\$232,600	\$225,000	\$230,000

<u>DIVISION:</u> Research and Budget	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Proposed</u>
Total Budget	\$245,968	\$255,171	\$253,841
Total FTE's	3	3	3

5. Goal: Facilitate and monitor the City's budget process and provide information for decision making to the City Management, City Commission, advisory boards, and taxpayers in order to produce a legally and politically acceptable balanced budget, that meets GFOA standards.

- Objectives:
- a. Coordinate budget preparation and review process and provide staff training.
 - b. Prepare the City's annual budget, furnish requested information to the public, and have the budget document published and available on the City's website by December 1, 1998.
 - c. Monitor budget expenditures and prepare expenditure and revenue projections.
 - d. Perform research and policy analysis.
 - e. Act as liaison to the Budget Advisory Board and provide staff support related to the funding of community groups for the Community Services Board and the Economic Development Advisory Board.
 - f. Begin implementation of new payroll projection system to project salaries and benefits for the budget process.

<u>Selected Performance Measures</u>	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
Workloads/Outputs:			
Special Projects & Research Studies	34	21	38
Advisory Board Staff Hours	205	177	200
Budget Preparation & Training Hours	2,574	2,745	2,800
Efficiency:			
Research Studies/2 FTE's	17	11	20
Effectiveness:			
Received GFOA Award	Yes	Yes	Yes
Gen. Fund Budget Estimates vs. Actuals	1 %	0.8 %	0.8 %

FINANCE DEPARTMENT

	FY 96/97	FY 97/98	FY 97/98	FY 98/99
	Actual	Rev Budget	Est Actual	Budget
<u>General Fund</u>				
Revenues				
Taxes	\$ 89,083,897	91,985,538	92,578,400	96,624,784
Intergovernment	13,609,856	14,051,500	13,965,159	13,739,100
Charges for Service	59,459	58,300	66,224	58,300
Miscellaneous Revenues	9,138,066	9,043,773	9,294,651	10,060,296
<i>Total</i>	\$ 111,891,278	115,139,111	115,904,434	120,482,480
Expenditures				
Salaries & Wages	\$ 1,798,271	1,873,178	1,883,552	2,005,518
Fringe Benefits	591,191	619,369	558,613	613,888
Services/Materials	318,650	371,345	377,061	365,899
Other Operating Expenses	36,072	38,688	36,507	39,707
Non-Operating Expenses	0	0	0	0
Capital Outlay	2,045	7,400	9,280	33,400
<i>Total</i>	\$ 2,746,229	2,909,980	2,865,014	3,058,412
<u>Insurance Fund</u>				
Revenues				
Intergovernment Revenue	\$ 6,426	5,000	6,426	5,000
Charges for Service	17,134,107	17,690,830	17,921,233	18,953,314
Miscellaneous Revenues	1,079,177	791,200	1,161,566	796,200
<i>Total</i>	\$ 18,219,710	18,487,030	19,089,225	19,754,514
Expenditures				
Salaries & Wages	\$ 354,972	370,550	364,917	406,175
Fringe Benefits	209,666	224,799	217,208	217,812
Services/Materials	154,050	257,352	251,473	286,712
Other Operating Expenses	130,013	209,842	194,610	200,051
Non-Operating Expenses*	4,962	0	0	0
Capital Outlay	12,773	8,627	18,800	69,000
<i>Total</i>	\$ 866,436	1,071,170	1,047,009	1,179,750

*FY 96/97 includes depreciation which is not budgeted.

ORGANIZATION PLAN FIRE-RESCUE AND BUILDING

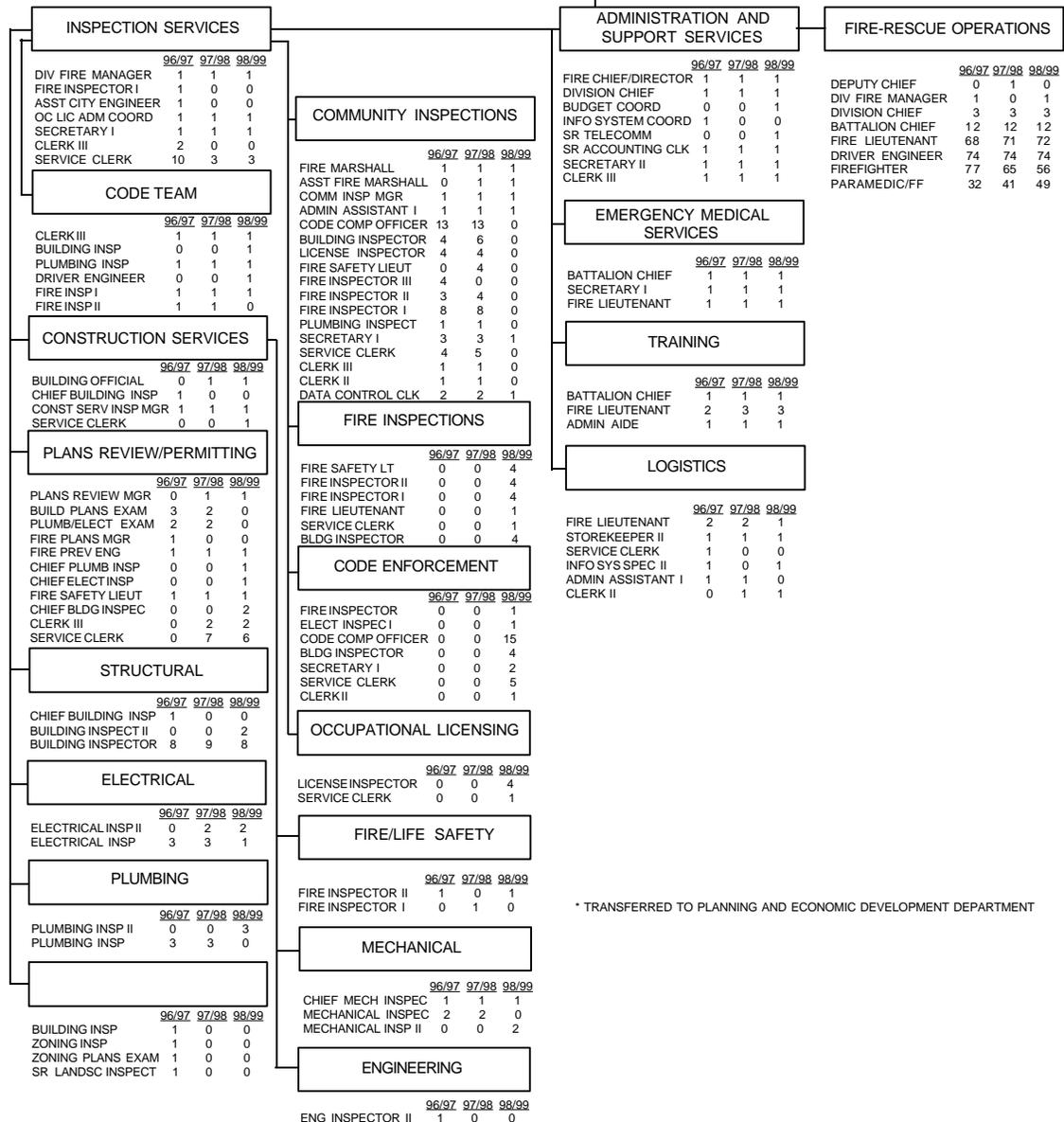
CITY COMMISSION

CITY MANAGER

FIRE-RESCUE & BUILDING

TOTAL FULL-TIME PERSONNEL

	96/97	97/98	98/99
DEPARTMENT	386	384	393
CITY TOTAL	2,215	2,252	2,283



* TRANSFERRED TO PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

FIRE-RESCUE AND BUILDING DEPARTMENT

MISSION

FY 1998/99 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

To reduce the level of risk to life, property and the environment that the community faces through technology of Fire Suppression, Emergency Response, Fire Inspection, Community Inspection and Construction Services.

<u>DIVISION:</u> Fire-Rescue, Operations & Administrative Support Services	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Proposed</u>
Total Budget	\$ 21,373,685	\$ 23,202,805	\$ 23,970,401
Total FTE's	270	285	285

1. Goal: Continue to provide Advanced Life Support/Emergency Medical Services (ALS/EMS) to enhance the level of pre-hospital medical care provided to the residents and visitors of Fort Lauderdale.

- Objectives:
- a. Continue to increase the level of medical training for current firefighters and hire medically-trained personnel to further enhance the Department's Advanced Life Support capabilities.
 - b. Formalize the shift EMS Battalion Chief/Paramedic positions for quality assurance, emergency medical response coordination and safety officer activities in Fire-Rescue Operations.
 - c. Continue to aggressively pursue all aspects of the City's Municipal Service Benefit Unit (MSBU) Agreement with Broward County on ALS/EMS issues.
 - d. Provide training to the citizens of Fort Lauderdale in disaster preparedness using Community Emergency Response Team (CERT) curriculum as designed by the Federal Emergency Management Agency (FEMA).

<u>Selected Performance Measures</u>	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
Workloads/Outputs:			
EMT Training Hours Delivered	52	50	50
Paramedic Training Hours Delivered	60	60	60
Citizens Trained in CERT	N/A	120	150
Efficiency:			
EMT Training Hours/FTE	50	50	50
Paramedic Training Hour/FTE	60	60	60
Effectiveness:			
EMT Training Hours Met	75 %	100 %	100 %
Paramedic Training Hours Delivered	33 %	30 %	100 %

FIRE-RESCUE AND BUILDING DEPARTMENT

2. Goal: Acquire and implement an improved information management technology program for all Department operations that will increase data collection and retrieval, reduce plans review time, increase the number of plans that can be reviewed and streamline the coordination of fire, code and building inspections.

- Objectives:
- a. Finalize the acquisition of computer technology and training for employees to enhance the Department's information management capabilities.
 - b. Initiate the Department's Geographic Information System (GIS) to increase incident mapping capabilities in the areas of fire and medical response, fire/code/building inspections and occupational licenses.
 - c. Implement the recently completed Computer Aided Design(CAD)plan for plans review.
 - d. Finalize and install the new computer hardware network system to facilitate the installation of a new Computer Aided Dispatch system in Fire-Rescue Operations.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Personnel with Windows Capable PCs	4	60	75
Fire Stations with Windows Capable PCs	3	9	12
GIS Maps Created	0	10	30
Efficiency:			
Computer/FTE Ratio	1/90	1/6	1/5
Effectiveness:			
Ability to Develop Usable Documents and Spreadsheets	5 %	50 %	90 %
Emergency Incident and Inspections Mapping Capability	0 %	60 %	100 %

3. Goal: Develop and implement a Fire Station Deployment Plan to maximize response capabilities.

- Objectives:
- a. Finalize the development of the CAD ANALYSIS and ADAM computer software programs.
 - b. Implement the analysis of emergency incident data to identify the appropriate locations for fire station deployment.
 - c. Acquire the necessary property and initiate construction of a new downtown facility that will merge fire stations #2 and #8 and the Department's administrative offices to increase response capabilities and reduce operational costs.
 - d. Continue to work cooperatively with Executive Airport Administration in constructing a new facility at the airport that will merge fire stations #53 and #88 to increase response capabilities and reduce operational costs.

FIRE-RESCUE AND BUILDING DEPARTMENT

- e. Design a new facility that will meet the Department's response needs to replace fire station #29.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Finalization of Software Programs	N/A	Yes	N/A
Completion of Deployment Plan	N/A	Yes	N/A
Purchase Property for Stations	N/A	Yes	Yes
Initiate Station Construction	N/A	0	2
Complete Station Construction	N/A	N/A	1
Efficiency:			
Dispatch to Enroute Time (Min:Sec)	1:20	1:29	1:15
Enroute to Arrival Time (Min:Sec)	3:50	3:57	3:45
Dispatch to Arrival Time (Min:Sec)	5:10	5:26	5:00
Effectiveness:			
Insurance Rating (Scale of 1-10; 1=Best)	3	3	3
Incidents With a 6 Minute or Less Dispatch to Arrival Time	75 %	79 %	90 %

<u>DIVISION:</u> Inspection Services	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Total Budget	\$6,716,923	\$7,663,247	\$7,594,935
Total FTE's	96	99	108

4. Goal: Improve Fire-Rescue and Building Department facilities through the re-capitalization of the existing facilities.

- Objectives:
- a. Initiate the correction of all of the recently identified fire, life safety and Occupational Safety and Hazards Agency (OSHA) violations at the fire stations to ensure compliance with the South Florida Building Code and Life Safety 101.
 - b. Continue with the Department's fire station replacement plan.
 - c. Repair and/or replace worn out and obsolete station furnishings.
 - d. Develop a station maintenance program that will enable facility repairs and furnishing replacements to be made on an annual basis to prevent further degradation of department property.

FIRE-RESCUE AND BUILDING DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Initiate Code Violation Corrections and Repairs	N/A	Yes	N/A
Complete Code Violations Corrections and Repairs	N/A	No	Yes
Efficiency:			
Fire Stations Meeting Life Safety/OSHA Requirements	0 %	0 %	58 %
Effectiveness:			
Life Safety/OSHA Violations Corrected at Fire Stations	0 %	10 %	60 %

5. Goal: Continue to provide improved Inspection Service programs in the areas of Community Inspections and Construction Services.

- Objectives:
- a. Develop a community-based code enforcement program that will designate fire and code inspection officers to specific neighborhoods for the purpose of identifying individual fire and code enforcement needs, acting as Department liaisons for enforcement problems and attending association meetings to disseminate necessary information to the residents.
 - b. Evaluate the recently implemented operational changes recommended by the City's HELP Committee to ensure the estimated increase in number of fire/code and building inspections is being achieved.
 - c. Continue to study all aspects of Inspection Services to ensure the optimum level of service to its customers, including the areas of fire/code/building inspections, plans review and occupational licensing.
 - d. Continue to participate in the Neighborhood College Program to provide customer awareness of the division's functions, responsibilities and services.
 - e. Create a Public Education/CERT Coordinator position that will increase the Department's capability to disseminate fire/code safety, building services and disaster preparedness requirements and information to residents through public demonstrations, neighborhood association meetings and CERT classes.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Building Inspections Performed	56,230	56,840	63,800
Plans Reviewed	31,273	35,000	36,000
Permits Issued	21,121	21,000	21,000

FIRE-RESCUE AND BUILDING DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97</u> <u>Actuals</u>	<u>FY 97/98</u> <u>Estimated</u>	<u>FY 98/99</u> <u>Target</u>
Workloads/Outputs: (continued)			
Fire/Code Inspections	125,000	127,050	129,000
Lot Clearing	1,800	2,000	2,050
Vehicles Towed	500	650	600
Liens Prosecuted and Foreclosed	240	350	370
Fire/Code Revenue Generated	\$350,000	\$400,000	\$420,000
Buildings Demolished	30	50	60
Code Team Inspections	12,000	12,500	13,000
Code Violations Discovered	45,000	46,500	47,000
Cases Scheduled for Code Enforcement	3,200	3,150	3,000
Cases Presented Before Code Enforcement	500	450	400
Code Violations Discovered	45,000	46,500	47,000
Efficiency:			
Fire Inspections/FTE	3,300	3,300	3,375
Code Inspections/FTE	7,150	7,200	7,285
Building Inspections/FTE	3,460	3,500	3,550
Avg. Plan Reviewed/Plan Checked	3,127	3,188	3,272
Avg. Permit Review Time (Minutes)	38	38	36
Effectiveness:			
Properties Complied Without an Administrative Hearing	80 %	80 %	85 %
Properties in Compliance	90 %	90 %	90 %
Code Violations Corrected	95 %	95 %	95 %
High Rise/Sprinkler Buildings Inspected	100 %	100 %	100 %
Building Code Effectiveness Grading	4	3	3
Plans Review Turnaround Time (Days)	25	15	15

6. Goal: Continue to provide advanced certification training to all code, fire, building and occupational license inspectors to further increase their level of knowledge and inspection capabilities.

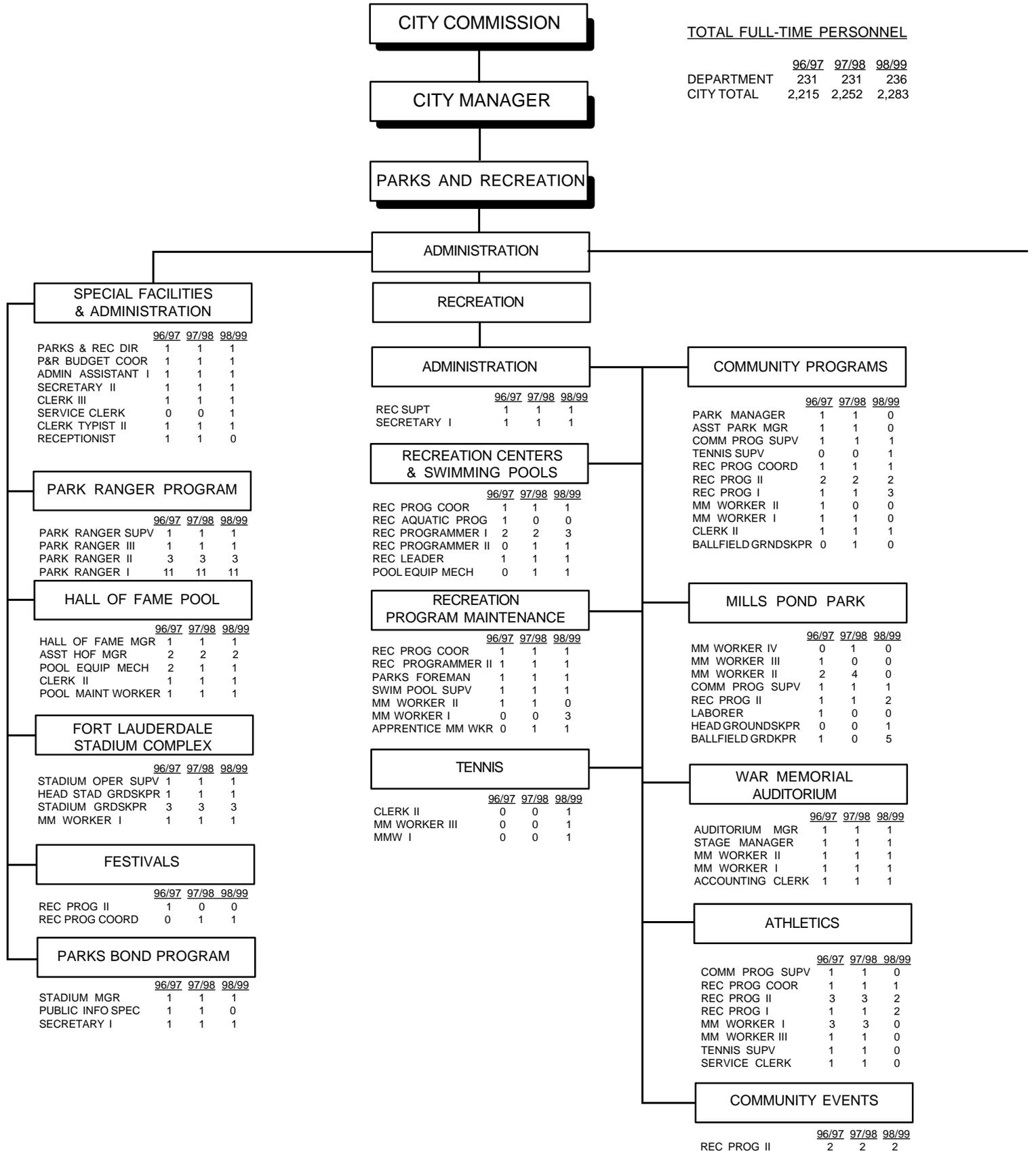
- Objectives:
- a. Provide FACE Level I, II and III training and certification to any Community Inspections inspector who has not yet completed it and also include it in the initial training for all new inspectors.
 - b. Provide all inspectors with any new information/training in their respective disciplines to increase their inspection capabilities.
 - c. Maintain the designated level of training for all inspectors through periodic re-certification and refresher courses.
 - d. Implement the Chief Inspector and Inspector II programs to cross-train building inspectors and technical managers to perform plans review activities.

FIRE-RESCUE AND BUILDING DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Personnel Cross-Trained for Plan Review	2	11	15
Inspectors with Level I, II and III Training	8	16	22
Efficiency:			
Training Programs/FTE	2	3	5
Effectiveness:			
Inspectors With All Identified Training	40 %	80 %	100 %
Re-Certification of Inspectors	100 %	100 %	100 %

	<u>FY 96/97 Actual</u>	<u>FY 97/98 Rev Budget</u>	<u>FY 97/98 Est Actual</u>	<u>FY 98/99 Budget</u>
<u>General Fund</u>				
Revenues				
Licenses & Permits	\$ 7,035,531	6,932,226	6,723,991	7,530,938
Intergovernment Revenue	1,540,250	2,844,914	2,844,914	3,303,896
Charges for Service	1,012,161	1,254,950	1,256,637	1,271,500
Fines and Forfeitures	276,862	240,000	280,098	190,000
Miscellaneous	790,823	691,366	727,266	696,566
<i>Total</i>	<u>\$ 10,655,627</u>	<u>11,963,456</u>	<u>11,832,906</u>	<u>12,992,900</u>
Expenditures				
Salaries & Wages	\$ 18,723,148	20,754,440	20,881,171	21,205,320
Fringe Benefits	7,190,014	7,057,683	6,833,138	6,973,994
Services/Materials	1,112,550	1,337,663	1,361,121	1,511,155
Other Operating Expenses	1,217,817	1,458,751	1,541,543	1,861,058
Non-Operating Expenses	0	0	0	0
Capital Outlay	319,210	438,337	711,177	471,296
<i>Total</i>	<u>\$ 28,562,740</u>	<u>31,046,874</u>	<u>31,328,150</u>	<u>32,022,823</u>

ORGANIZATION PLAN PARKS AND RECREATION



TOTAL FULL-TIME PERSONNEL

DEPARTMENT	96/97	97/98	98/99
DEPARTMENT	231	231	236
CITY TOTAL	2,215	2,252	2,283

SPECIAL FACILITIES & ADMINISTRATION

	96/97	97/98	98/99
PARKS & REC DIR	1	1	1
P&R BUDGET COOR	1	1	1
ADMIN ASSISTANT I	1	1	1
SECRETARY II	1	1	1
CLERK III	1	1	1
SERVICE CLERK	0	0	1
CLERK TYPIST II	1	1	1
RECEPTIONIST	1	1	0

PARK RANGER PROGRAM

	96/97	97/98	98/99
PARK RANGER SUPV	1	1	1
PARK RANGER III	1	1	1
PARK RANGER II	3	3	3
PARK RANGER I	11	11	11

HALL OF FAME POOL

	96/97	97/98	98/99
HALL OF FAME MGR	1	1	1
ASST HOF MGR	2	2	2
POOL EQUIP MECH	2	1	1
CLERK II	1	1	1
POOL MAINT WORKER	1	1	1

FORT LAUDERDALE STADIUM COMPLEX

	96/97	97/98	98/99
STADIUM OPER SUPV	1	1	1
HEAD STAD GRDSKPR	1	1	1
STADIUM GRDSKPR	3	3	3
MM WORKER I	1	1	1

FESTIVALS

	96/97	97/98	98/99
REC PROG II	1	0	0
REC PROG COORD	0	1	1

PARKS BOND PROGRAM

	96/97	97/98	98/99
STADIUM MGR	1	1	1
PUBLIC INFO SPEC	1	1	0
SECRETARY I	1	1	1

CITY COMMISSION

CITY MANAGER

PARKS AND RECREATION

ADMINISTRATION

RECREATION

ADMINISTRATION

	96/97	97/98	98/99
REC SUPT	1	1	1
SECRETARY I	1	1	1

RECREATION CENTERS & SWIMMING POOLS

	96/97	97/98	98/99
REC PROG COOR	1	1	1
REC AQUATIC PROG	1	0	0
REC PROGRAMMER I	2	2	3
REC PROGRAMMER II	0	1	1
REC LEADER	1	1	1
POOLEQUIP MECH	0	1	1

RECREATION PROGRAM MAINTENANCE

	96/97	97/98	98/99
REC PROG COOR	1	1	1
REC PROGRAMMER II	1	1	1
PARKS FOREMAN	1	1	1
SWIM POOL SUPV	1	1	1
MM WORKER II	1	1	0
MM WORKER I	0	0	3
APPRENTICE MM WKR	0	1	1

TENNIS

	96/97	97/98	98/99
CLERK II	0	0	1
MM WORKER III	0	0	1
MMW I	0	0	1

COMMUNITY PROGRAMS

	96/97	97/98	98/99
PARK MANAGER	1	1	0
ASST PARK MGR	1	1	0
COMM PROG SUPV	1	1	1
TENNIS SUPV	0	0	1
REC PROG COORD	1	1	1
REC PROG II	2	2	2
REC PROG I	1	1	3
MM WORKER II	1	0	0
MM WORKER I	1	1	0
CLERK II	1	1	1
BALLFIELD GRNDSKPR	0	1	0

MILLS POND PARK

	96/97	97/98	98/99
MM WORKER IV	0	1	0
MM WORKER III	1	0	0
MM WORKER II	2	4	0
COMM PROG SUPV	1	1	1
REC PROG II	1	1	2
LABORER	1	0	0
HEAD GROUND SKPR	0	0	1
BALLFIELD GRDKPR	1	0	5

WAR MEMORIAL AUDITORIUM

	96/97	97/98	98/99
AUDITORIUM MGR	1	1	1
STAGE MANAGER	1	1	1
MM WORKER II	1	1	1
MM WORKER I	1	1	1
ACCOUNTING CLERK	1	1	1

ATHLETICS

	96/97	97/98	98/99
COMM PROG SUPV	1	1	0
REC PROG COOR	1	1	1
REC PROG II	3	3	2
REC PROG I	1	1	2
MM WORKER I	3	3	0
MM WORKER III	1	1	0
TENNIS SUPV	1	1	0
SERVICE CLERK	1	1	0

COMMUNITY EVENTS

	96/97	97/98	98/99
REC PROG II	2	2	2

PARKS

LANDSCAPE INSTALLATION

	96/97	97/98	98/99
PARKS FOREMAN	1	1	1
HEAVY EQUIP OPER	1	1	1
MM WORKER IV	1	1	1
MM WORKER III	2	2	2
MM WORKER II	2	2	2
MM WORKER I	2	1	0
APP MAINT WORKER	0	1	2

ATHLETIC FIELD MAINT/SPECIAL EVENTS

	96/97	97/98	98/99
PARKS FOREMAN	1	1	1
BALLFLD GRND KPR	4	4	5
PEST CONTROL TECH	1	1	1
IRRIGATION REPAIR	1	2	2
MM WORKER I	4	2	2
MM WORKER II	1	1	1
APP MAINT WORKER	0	1	1

TREE SERVICES

	96/97	97/98	98/99
PARKS FOREMAN	1	1	1
HEAVY EQUIP OPER	1	1	1
MM WORKER IV	2	2	2
MM WORKER III	5	5	5
MM WORKER II	2	2	2

RIVERWALK

	96/97	97/98	98/99
CHIEF HORTICULT	1	1	1
MM WORKER III	0	0	1
MM WORKER II	2	2	4
MM WORKER I	1	1	0
IRRIGATION REPAIR	1	1	1
HORTICULTURIST	1	1	1
LABORER	1	0	0
APP MAINT WORKER	0	1	1

BEACH OPERATIONS

	96/97	97/98	98/99
BEACH PATROL CAPT	1	1	1
BEACH PATROL LIEUT	5	5	5
BEACH LIFEGUARD I	22	22	22

SNYDER PARK

	96/97	97/98	98/99
PARK MANAGER	0	0	1
ASST PARK MGR	0	0	1

ADMINISTRATION

	96/97	97/98	98/99
PARKS OPER SUPT	1	1	1
PARKS SUPV	2	2	2
SERVICE CLERK	1	1	1

BEACH MAINTENANCE

	96/97	97/98	98/99
PARKS FOREMAN	1	1	0
HEAVY EQUIP OPER	2	2	2
MM WORKER IV	2	2	2
MM WORKER III	4	4	4
MM WORKER II	7	7	7
MM WORKER I	3	3	2
URBAN FORESTER	0	0	1
HORTICULTURIST	1	1	1
IRRIGATION REPAIR	1	1	1
CONST WORKER III	1	1	1
APPRENTICE MMW	0	0	1

TURF MAINTENANCE

	96/97	97/98	98/99
PARKS FOREMAN	3	3	3
MM WORKER IV	1	0	0
MM WORKER III	12	10	10
MM WORKER II	12	11	9
MM WORKER I	1	1	0
SM EQUIP MECH II	1	0	0
SM EQUIP MECH I	1	2	2
IRRIGATION REP	6	6	6
FABRICATOR	1	1	1
CLERK II	0	1	0
APP MAINT WORKER	0	2	4
IRRIGATION TECH	0	1	2
SERVICE CLERK	0	0	1

PEST CONTROL

	96/97	97/98	98/99
SR PEST CNTRL TECH	1	1	0
PEST CONTROL TECH	4	4	5

PARKS AND FACILITIES MAINTENANCE

	96/97	97/98	98/99
PARKS FOREMAN	1	1	1
PARKS MAINT COOR	0	0	1
MM WORKER IV	1	1	0
MM WORKER III	2	2	4
MM WORKER II	1	2	0
MM WORKER I	2	1	1

PARKS AND RECREATION DEPARTMENT

MISSION

Provide citizens and visitors the opportunity to participate in quality recreational programs and leisure activities, in an aesthetically pleasing and safe environment, at a reasonable cost to the user. Our citizens and visitors will also be provided with well maintained parks, open space, beach and roadway landscaping that complement the tropical beauty of the Fort Lauderdale area.

FY 1998/99 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

<u>DIVISION:</u> Administration & Special Facilities	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Proposed</u>
Total Budget	\$5,254,621	\$4,770,189	\$4,725,605
Total FTE's	44	39	38

1. Goal: Produce major festivals throughout the year and offer public high-profile festivals that will entertain local residents, encourage family activities, provide a variety of affordable entertainment and attract patrons to South Florida from all over the United States.

- Objectives:
- a. Advertise to City of Fort Lauderdale residents, surrounding area and out of state residents through national publications and magazines and billboard advertising in the tri-county area.
 - b. Work with various Chambers of Commerce, mail over 500 press releases monthly and post information on Internet Websites.
 - c. Recruit corporate sponsors and create individual sponsorship packages that tie in with the company.
 - d. Use sponsorship monies to help defray the cost of national entertainment. In addition, upgrade public facilities used during the festivals.

<u>Selected Performance Measures</u>	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
Workloads/Outputs:			
Event Days	16	8	12
Event Days Gated	9	11	10
Entertainers Performing at Festivals	62	91	130
Efficiency:			
Savings to City Using Volunteers	\$40,000	\$25,000	\$40,000
Rate of Recovery for Festivals	87 %	89 %	100 %

PARKS AND RECREATION DEPARTMENT

2. Goal: Contact the national governing bodies of all appropriate aquatic sports organizations for the purpose of identifying the events that are accepting bid invitations. Prepare attractive bid packets, including letters of support from City officials, Chamber of Commerce, Convention & Visitors Bureau and local businesses.

- Objectives:
- a. Seek sponsorships from major businesses, including airlines, rental car agencies, hotels and restaurants to offset costs and/or provide competitive pricing to make the bids more attractive.
 - b. Provide a well prepared facility and event staff to handle the needs of each governing body who accepts a bid, thus developing a reputation that will attract unsolicited bids.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Aquatic Sports Organizations Contacted	9	7	8
Events Solicited	12	11	13
Events Secured	10	10	11
Unsolicited Events	19	22	18
Total Events Conducted	29	32	29
Efficiency:			
Events Secured vs Solicited	84 %	91 %	85 %
Effectiveness:			
Revenue	\$221,863	\$227,150	\$208,750
Economic Impact (Millions)	\$4.6	\$5.4	\$4.1

3. Goal: Complete all of the initial bond projects and have 50 percent of the subsequent bond projects under construction.

- Objectives:
- a. Implement the community involvement process to ensure the community's input into their parks bond projects.
 - b. Work closely with other departments, especially Engineering in regard to the bond projects.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
Workloads/Outputs:			
Community Meetings Attended	19	30	30
Project Meetings Attended	109	156	156

PARKS AND RECREATION DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
Efficiency:			
Projects Using Community Involvement Process	4	22	22
Projects Completed	5 %	13 %	51 %
Effectiveness:			
Initial Bond Projects Open to Public	2	7	12
Land Acquisitions Completed	33 %	23 %	45 %

<u>DIVISION:</u> Recreation	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
Total Budget	\$5,251,918	\$6,384,797	\$6,220,614
Total FTE's	42	47	50

4. Goal: Increase recreation program participation.

- Objectives:
- a. Increase Learn to Swim registrants.
 - b. Increase FLASH registrants.
 - c. Increase youth sports registrants.
 - d. Increase memberships at Jimmy Evert Tennis Center (JETC).
 - e. Increase general admission at Mills Pond Park.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Learn to Swim Registrants	1,600	1,650	1,700
FLASH Aftercare Registrants	3,700	4,070	4,150
Summer Camp Registrants	1,082	1,125	1,400
Youth Sports Registrants	2,200	3,000	3,500
JETC Memberships	710	750	800
Mills Pond Park Admissions	139,350	131,009	145,000
Learn to Swim Registrants/Camps	300	350	400
Public Recreation Swim Participation	11,020	12,000	12,250
Efficiency:			
Mills Pond Softball Teams Reregistered	75 %	78 %	80 %
Tennis Center Memberships Renewed	70 %	72 %	75 %

PARKS AND RECREATION DEPARTMENT

5. Goal: Expand youth athletic volunteer hours.

- Objectives: a. Increase recruitment of coaches.
 b. Increase the use of volunteer officials.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Volunteer Hours	7,500	8,350	10,000

6. Goal: Increase the program opportunities for Fort Lauderdale residents.

- Objectives: a. Increase youth total numbers in athletic programs.
 b. Increase total hours of FLASH program.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
FLASH Annual Hours	5,160	5,160	5,300
Youth Athletics Annual Hours	7,170	7,520	8,000

<u>DIVISION: Parks</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
Total Budget	\$9,183,083	\$9,901,744	\$10,310,109
Total FTE's	142	145	148

7. Goal: Expand the urban canopy in Fort Lauderdale.

- Objectives: a. Market a program to encourage the citizens of Fort Lauderdale in combination with the Parks Division to plan 2,000 trees by the new millennium. Initiate a certificate program to document progress. Expand adopt a tree program.
 b. Continue internet page on urban forestry issues along with neighborhood tours during house and garden events.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Trees Planted (Bond, Parks, NCIP)	790	1,000	1,000
Trees Planted (Adopt A Tree)	360	400	400
Trees Removed Due to Damage/Health	254	300	300
Civic Association Meetings Attended	5	8	12

PARKS AND RECREATION DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Effectiveness:			
Received Tree City USA Award	Yes	Yes	Yes

8. Goal: Establish new quantitative performance measures to better evaluate the workloads, efficiency and effectiveness of the Parks Division. Utilize labor-management process (CALM) to evaluate information.

- Objectives:
- a. Update the TRIMS maintenance management system with new 98 version to add data from Beach Maintenance, Lifeguards, Riverwalk Maintenance, Landscaping and Tree Services.
 - b. Investigate the ability of the software system to incorporate the GIS system and bar coding system for increased, reliable data.
 - c. Expand CALM committees to evaluate cost effective ways of doing business.
 - d. Design and install phase one of the Master Tree Planting program.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Employee Logs Tracked by TRIMS	60	100	100
Areas Evaluated Cost Effectiveness	14	20	30
CALM Committees	7	10	15
Effectiveness:			
Workforce Using Computerized Logs	40 %	66 %	100 %

9. Goal: Continue to provide quality beach patrol to the citizens and visitors of Fort Lauderdale beach.

- Objectives:
- a. Install state of the art lifeguard towers.
 - b. Create more user friendly warning flags.
 - c. Staff guarded beach areas to an acceptable level.
 - d. Continue to provide training in CPR, lifeguard and first aid.
 - e. Implement a fax advisory to send to beach hotels that informs and educates tourists of any potential beach hazard such as man of war, rip tides or tar. Will also list special events.

PARKS AND RECREATION DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Attendance (Millions)	5.9	6.0	6.1
Rescues	91	100	100
Drownings on Guarded Beaches	0	0	0
Tourist Advisories Sent	0	5	20
Efficiency:			
Visitors/Lifeguard Tower	396,400	400,000	400,000
Preventable Actions per Tower	417	425	425

10. Goal: Develop a marketing plan for Snyder Park.

- Objectives:
- a. Update and expand inclusion in Fort Lauderdale web page.
 - b. Develop corporate flyer and civic association flyer for distribution.
 - c. Expand telemarketing plan with past participants.
 - d. Expand volunteer program.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Park Attendance	75,269	79,363	82,000
Pavilion Rentals	452	494	600
Effectiveness:			
Volunteer Hours	3,529	3,953	4,195

11. Goal: Use the latest technology and sustainable landscaping practices to provide aesthetically beautiful medians while reducing maintenance costs.

- Objectives:
- a. Update irrigation system using new technology.
 - b. Experiment with recycled mulch products to minimize labor and material costs while being environmentally proactive.
 - c. Continue to work with TREC (Toxics Reduction Education Committee) to explore options to reduce maintenance and chemical use by avoiding monocultures of sod.
 - d. Develop contract monitor to administer all contracts and insure that standards are met. Determine if selected services provided by Parks Division are cost effective using CALM committee.

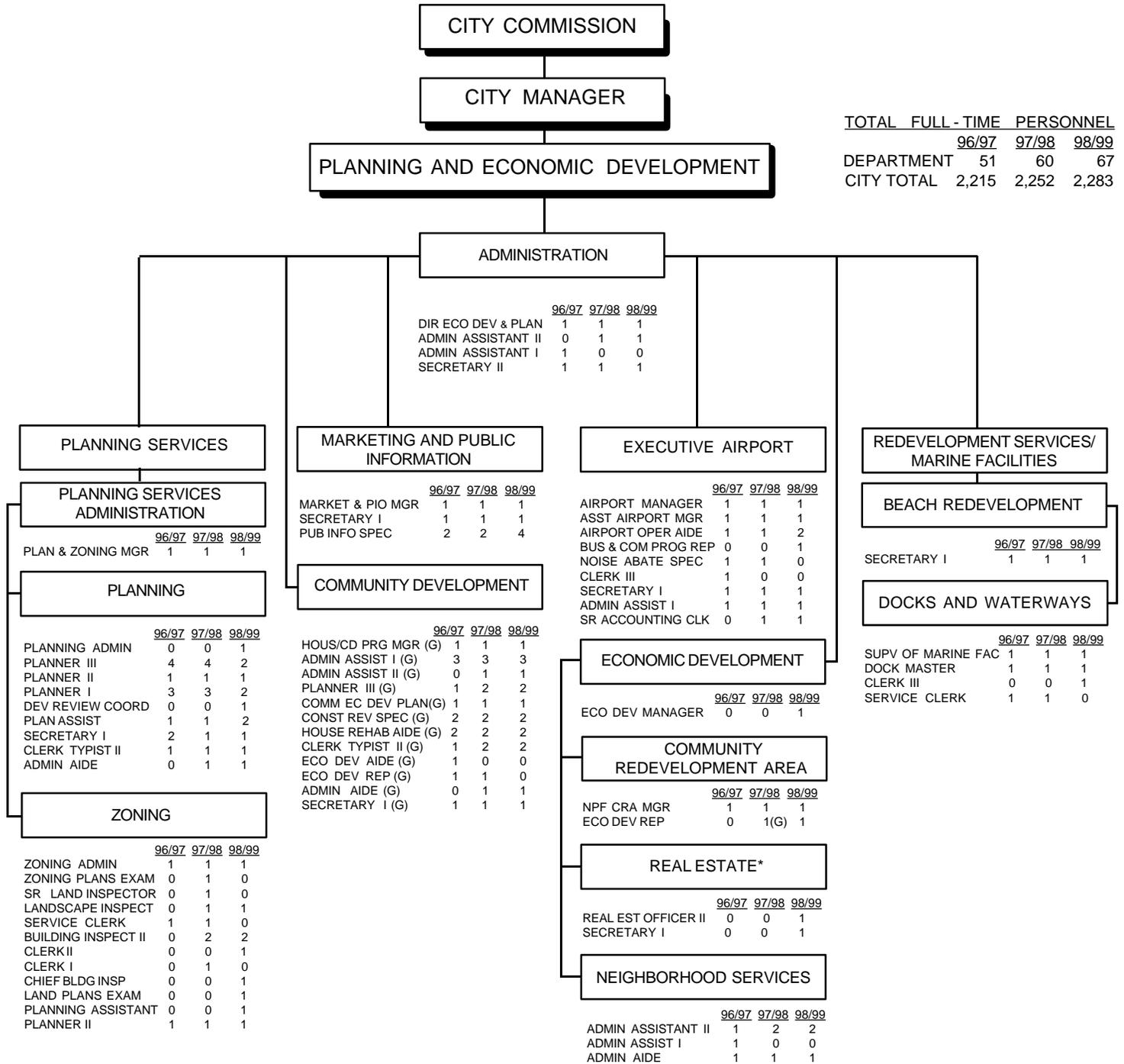
PARKS AND RECREATION DEPARTMENT

- e. Incorporate color through increased use of flower, groundcover and tree selection through the median island system with special attention to primary thoroughfares, city entrances, and select focal points and center of activity.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Sites Under New Irrigation Systems	6	16	26
Cubic Yard of Recycled Mulch	180	540	720
Flowering Trees Added to Medians	150	200	200
Effectiveness:			
Standards Met for Contract Mowing	97 %	97 %	98 %
Water Savings	\$30,000	\$60,000	\$80,000

	<u>FY 96/97 Actual</u>	<u>FY 97/98 Rev Budget</u>	<u>FY 97/98 Est Actual</u>	<u>FY 98/99 Budget</u>
<u>General Fund</u>				
Revenues				
Intergovernment Revenue	93,294	239,200	71,133	100,000
Charges for Service	4,916,605	4,470,636	5,004,592	5,482,330
Miscellaneous Revenues	988,872	1,091,931	1,088,792	1,140,998
<i>Total</i>	\$ 5,998,771	5,801,767	6,164,517	6,723,328
Expenditures				
Salaries & Wages	\$ 9,909,858	10,537,341	10,487,891	11,229,904
Fringe Benefits	3,140,398	3,415,401	3,143,597	3,246,010
Services/Materials	5,090,138	5,280,718	5,657,024	5,257,032
Other Operating Expenses	1,493,324	1,501,488	1,575,564	1,379,532
Non-Operating Expenses	0	0	0	0
Capital Outlay	66,287	191,603	192,659	143,850
<i>Total</i>	\$ 19,700,006	20,926,551	21,056,734	21,256,328

ORGANIZATION PLAN PLANNING AND ECONOMIC DEVELOPMENT



* TRANSFERRED IN FROM PUBLIC SERVICES DEPARTMENT
(G) = GRANT POSITIONS

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

MISSION

Be the catalyst for community and economic development which embraces the diversity of the City and enhances the quality of life for residents, businesses and visitors.

FY 1998/99 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

DIVISIONS: Administration, Economic

	FY 96/97	FY 97/98	FY 98/99
	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Development, Neighborhood Services, Community Redevelopment			
Total Budget (General Fund)	\$745,871	\$992,729	\$1,503,642
Total FTE's	6	6	7 *
Total Budget (CRA Fund)	\$ 0	\$77,275	\$196,378
Total FTE's	1	2	2 *

*Includes positions transferred from City Manager's Office and Public Services.

1. Goal: Expand and diversify the economy and tax base of the City of Fort Lauderdale.

- Objectives:
- a. Attract and retain high quality, high wage jobs with a proactive business attraction and retention program and provide assistance and services to existing businesses.
 - b. Enhance the Northwest Progresso-Flagler-Heights Community Redevelopment Agency (CRA) through focused redevelopment and business development incentives.
 - c. Coordinate, conduct, and/or assist in property acquisitions and dispositions including appraisals, title, legal services, property negotiations and settlements, and property closings.
 - d. Improve the communications and strengthen the partnership between neighborhoods and the City.

<u>Selected Performance Measures</u>	FY 96/97	FY 97/98	FY 98/99
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Small Business Seminars	4	5	10
Existing Business Call Program	110	140	200
Marketing Program Missions	8	10	12
Leases Managed	43	40	40
NCIP/BCIP Projects Approved	12	28	30
New CRA Housing Projects Initiated	N/A	1	1
Additional Projects in Planning Stage	N/A	2	3

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Efficiency:			
Businesses Assisted/ 2 FTE's	200	240	280
Prospect Files Created/1 FTE	75	115	250
Advisory/Community Meeting Hours Outside 40 Hr Week/2 FTE's	N/A	200	200
Effectiveness:			
Businesses Retained	40	45	50
Jobs Created by Assisted Firms	800	850	1,000
Lease Revenue Collected	100 %	95 5	100 %

<u>DIVISION: Executive Airport</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
Total Budget	\$2,714,680	\$3,323,304	\$3,413,739
Total FTE's	7	7	8

2. Goal: Create the finest General Aviation facilities and Industrial Airpark in the country. Attract and retain business to this area, help those businesses prosper, be an asset to the City and a benefit to the Community.

- Objectives:
- a. Administer activities with leasing, developing and promoting the Airport.
 - b. Research landbanking opportunities for industrial property adjacent to the Airport.
 - c. Operate and maintain the Airport with an emphasis on safe operations while implementing improvements to the Airport and Helistop.
 - d. Research and collect information on noise events while finding solutions to resolve these issues and respond to public input and inquiry.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Revenue Generated	\$3,908,080	\$3,877,690	\$3,986,526
Real Estate Taxes Assessed	\$1,281,717	\$1,457,502	\$1,457,502
Invoices Processed (ARs)	497	497	502
Financial Transactions Handled	305	325	340
Aviation Advisory Board (AAB)/City Commission Items Prepared	76	116	122
AAB Items Distributed	6,309	6,628	7,000
Evening Hours Meeting Attendance	66	69	72
Airfield Inspections Conducted	69	156	200

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
<u>Selected Performance Measures</u>			
Workloads/Outputs: (continued)			
Helistop Inspections Conducted	0	0	150
Responses to Alerts/Call-Outs	110	78	90
Trained in Airport Operating Area (AOA)* Safety Program Classes	N/A	152	50
Individuals on Airport Tours	365	380	400
Citizen Responses/Interactions	6,521	6,094	5,500
Surveys Processed	N/A	950	1,000
Grants/All Phases	7	8	6
Grant Dollars Awarded	\$3,207,950	\$1,630,000	\$3,290,000
Construction Plans Reviewed/Monitored	11	26	30
Efficiency:			
Invoices Processed (ARs)/1FTE	497	497	502
Financial Transactions Handled/1FTE	305	325	340
AAB/City Commission Items/1 FTE	76	116	122
AAB Items Distributed/1.5FTE	4,206	4,419	4,667
Airfield Inspections Conducted/1FTE	69	156	200
Responses to Alerts/Call-Outs/1.5FTE	73	52	60
Citizen Responses/Interactions/1.5FTE	4,347	4,063	3,667
Grants/All Phases/1.5FTE	4	5	4
Effectiveness:			
Awards Received by the Airport	2	3	3
AOA Badges Awarded	N/A	152	50
Grant Dollars Awarded	\$3,207,950	\$1,630,000	\$3,290,000 **

*New program in 1997-98 required of all drivers who are granted access on Airport runways and taxiways; will be conducted only for new employees in future years.

**Grant dollars applied for.

<u>DIVISION:</u> Community Development Block Grant	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Proposed</u>
Total Budget	\$8,729,000	\$8,609,000	\$8,987,000
Total FTE's	15	15	16

3. Goal: Improve the quality of life through the use of community partnerships to develop integrated programs which create quality jobs and increase the opportunities for obtaining those jobs while residing in desirable, affordable housing in safe, attractive and secure neighborhoods.

Objectives: a. Facilitate the construction and/or rehabilitation of affordable housing.

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

- b. Administer the Housing Opportunities for Persons With Aids (HOPWA) Program to ensure funds are expended in an appropriate and timely manner.
- c. Provide administration and oversight for the City View Project to ensure that it is complete in accordance with the Development Agreement.

<u>Selected Performance Measures</u>	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
Workloads/Outputs:			
Homes With Security Bars	50	59	125
Spot Clearances/Demolitions	1	10	0
HOPWA Unit Renovations	N/A	20	30
HOPWA Transitional Household Assistance	N/A	40	40
HOPWA Substance Abuse Residents Days	N/A	300	10,000
HOPWA Rental Vouchers/12 Mon HouseHld	N/A	20	277
HOPWA Nonprofit Housing Units/12Mon	96	150	170
HOPWA Assisted Living/Day	3,470	6,153	8,000
HOPWA Emergency Residents/60 Days	12,780	12,356	N/A
HOPWA Direct Financial Assistance	200	300	300
City View Purchase Assistance	N/A	N/A	31
Infill Housing Program	7	2	155
Rental Rehabilitation Units	8	39	20
Create Large Family Rental Units	N/A	1	8
Replacement Housing	2	10	10
Owner-Occupied Rehabilitation Homes	6	20	26
Purchase Assistance/Grants	50	34	35
Purchase Assistance/Loans	1	4	13
Nutritional Services/Households	N/A	N/A	300
Mental Health Counseling Hours	2,420	3,500	N/A
Neighborhood Beautification Grants	N/A	250	170

<u>DIVISION:</u> Marketing & Public Information	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Proposed</u>
Total Budget	\$478,180	\$559,951	\$649,818
Total FTE's	4	4	6

4. Goal: Communicate and market the services and benefits of Fort Lauderdale to residents, businesses and visitors.

- Objectives:
- a. Create and implement public information programs and services.
 - b. Market programs for business attraction, retention and expansion.
 - c. Support promotional events marketing the City and its services.
 - d. Support the City operating departments in informing the community of the programs, services and activities occurring within the City.

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Civic Association Packages Distributed	900	1,000	1,700
Web Hits	1,147,123	1,600,000	1,850,000
City Promotional Events Supported	N/A	N/A	10
Efficiency:			
Responses to Advertising	450	350	350 *
Effectiveness:			
Deadlines Met for Film Permits, Civic Packets and Publications	N/A	N/A	100 %

*Advertising refocused to target corporate headquarters, reducing use of reader response cards.

	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
<u>DIVISION:</u> Planning			
Total Budget	\$1,317,153	\$1,866,212	\$2,293,793
Total FTE's	16	22	22

5. Goal: Foster and maintain a high quality of life through a balance between creative revitalization and retention of the positive aspects of the City.

- Objectives:
- a. Administer and maintain the State required Comprehensive Plan/Growth Management and the City's land use issues for residents and businesses.
 - b. Apply the laws in the State Statute and City Zoning Code.
 - c. Process cases through the City Commission, Board of Adjustment, Planning and Zoning Board, Historic Preservation Board and Development Review Committee.
 - d. Inspect and permit development activities.
 - e. Provide project management on a broad range of land use programs including annexation, neighborhood preservation, small area plans, community development, targeted redevelopment, etc.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Update Applications to Computer	N/A	N/A	10 %
Neighborhoods With Small Area Plans	N/A	N/A	20 %

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Efficiency:			
Cases Completed by Deadlines	90 %	90 %	90 %
Effectiveness:			
Complete Zoning Rewrite	100 %	N/A	N/A
Complete EAR Report (Phase I-III)	100 %	N/A	N/A
Complete EAR Phase IV (Update City & County Comprehensive Plan)	0	0	100 %
Implement Neighborhood Area Plans	0	0	20 %

<u>DIVISION: Redevelopment Services/ Marine Facilities</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
Total Budget (General Fund)	\$580,659	\$750,285	\$1,033,789
Total FTE's	3	3	3
Total Budget (CRA Fund)	\$49,575	\$58,977	\$65,502
Total FTE's	2	2	3

6. Goal: Enhance the City's economic and social base through formation of public-private partnerships for the redevelopment of publicly-owned property; and for our customers and visitors to City marine facilities, provide the most cost effective and economical service in a clean and safe environment.

- Objectives:
- a. Provide clean and safe City marine facilities to all boaters.
 - b. Promote the availability of the City's marine facilities and the individual strengths of each berthing site in relation to the special amenities it offers.
 - c. Manage and coordinate the annual work program of the Fort Lauderdale Community Redevelopment Agency for the Central Beach Redevelopment Area.
 - d. Manage and coordinate other public-private revitalization and redevelopment activities occurring citywide.
 - e. Provide management oversight of marine facilities operations.

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Slips Rented/Las Olas Docks	11,397	0 *	15,666
Feet Rented/New River Docks	837,912	1,026,121	1,157,108
Slips Rented/Cooley's Landing	7,902	8,012	8,468
Slips/Rented Las Olas Anchorage	2,446	2,017	2,446
Efficiency:			
Occupancy at:			
Las Olas Docks	82 %	0 %*	74 %
New River Docks	68 %	75 %	84 %
Cooley's Landing Docks	75 %	76 %	78 %
Las Olas Anchorage	67 %	55 %	67 %
Effectiveness:			
Occupancy Over (Under) Prior Years:			
Las Olas Docks	12 %	N/A *	100 %
New River Docks	8 %	6 %	9 %
Cooley's Landing Docks	(2) %	1 %	0 %
Las Olas Anchorage	6 %	(5) %	2 %
Advisory/Community Meeting Hours Outside 40 Hr Week/2 FTE's	N/A	66	66
Recovery Rate (New Revenue)	150 %	134 %	160 %
Visitors Satisfaction Rating	Good-Excel .	Good-Excel .	Good-Excel .

*Decrease due to docks closed for construction.

	<u>FY 96/97 Actual</u>	<u>FY 97/98 Rev Budget</u>	<u>FY 97/98 Est Actual</u>	<u>FY 98/99 Budget</u>
<u>General Fund</u>				
Revenues				
Licenses and Permits	\$ 0	0	1,300	1,300
Charges for Service	1,287,659	1,397,183	1,248,806	1,946,677
Miscellaneous Revenues	169,774	265,667	255,868	709,176
<i>Total</i>	<u>\$ 1,457,433</u>	<u>1,662,850</u>	<u>1,505,974</u>	<u>2,657,153</u>

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

	FY 96/97	FY 97/98	FY 97/98	FY 98/99
	Actual	Rev Budget	Est Actual	Budget
Expenditures				
Salaries & Wages	\$ 1,735,657	2,289,595	2,198,165	2,781,523
Fringe Benefits	467,995	570,980	544,787	662,848
Services/Materials	739,382	1,637,778	1,133,332	1,716,692
Other Operating Expenses	163,050	162,058	171,027	276,644
Non-Operating Expenses	0	0	0	0
Capital Outlay	16,683	103,104	121,867	43,335
<i>Total</i>	\$ <u>3,122,767</u>	<u>4,763,515</u>	<u>4,169,178</u>	<u>5,481,042</u>

Community Redevelopment Agency Fund

Revenues				
Intergovernmental Revenue	\$ 23,683	389,160	393,943	719,910
Miscellaneous Revenues	1,491	2,700	127,377	173,957
<i>Total</i>	\$ <u>25,174</u>	<u>400,860</u>	<u>521,320</u>	<u>893,867</u>

Expenditures				
Salaries & Wages	\$ 29,882	90,346	90,122	160,992
Fringe Benefits	8,161	20,459	18,081	43,131
Services/Materials	7,816	32,815	20,686	36,710
Other Operating Expenses	3,034	7,271	4,095	17,426
Non-Operating Expenses	683	1,335	3,267	3,621
Capital Outlay	0	0	0	0
<i>Total</i>	\$ <u>49,575</u>	<u>152,226</u>	<u>136,251</u>	<u>261,880</u>

Airport Fund

Revenues				
Charges for Service	\$ 1,101,543	1,070,895	1,085,495	1,269,607
Miscellaneous Revenues	2,806,543	2,687,797	2,792,195	2,716,919
<i>Total</i>	\$ <u>3,908,086</u>	<u>3,758,692</u>	<u>3,877,690</u>	<u>3,986,526</u>

Note: Community Development Block Grant budget not included here since it is not part of the operating budget.

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

	FY 96/97	FY 97/98	FY 97/98	FY 98/99
	Actual	Rev Budget	Est Actual	Budget
	<u>Airport Fund</u>			
Expenditures				
Salaries & Wages	\$ 319,517	374,128	348,926	404,444
Fringe Benefits	95,157	122,610	108,766	122,109
Services/Materials	779,443	1,329,374	1,300,039	1,176,153
Other Operating Expenses	1,361,489	1,549,474	1,546,274	1,661,633
Non-Operating Expenses*	275,380	0	0	0
Capital Outlay	8,024	18,406	19,299	49,400
<i>Total</i>	\$ <u>2,839,009</u>	<u>3,393,993</u>	<u>3,323,304</u>	<u>3,413,739</u>

*FY 96/97 includes depreciation which is not budgeted.

ORGANIZATION PLAN POLICE

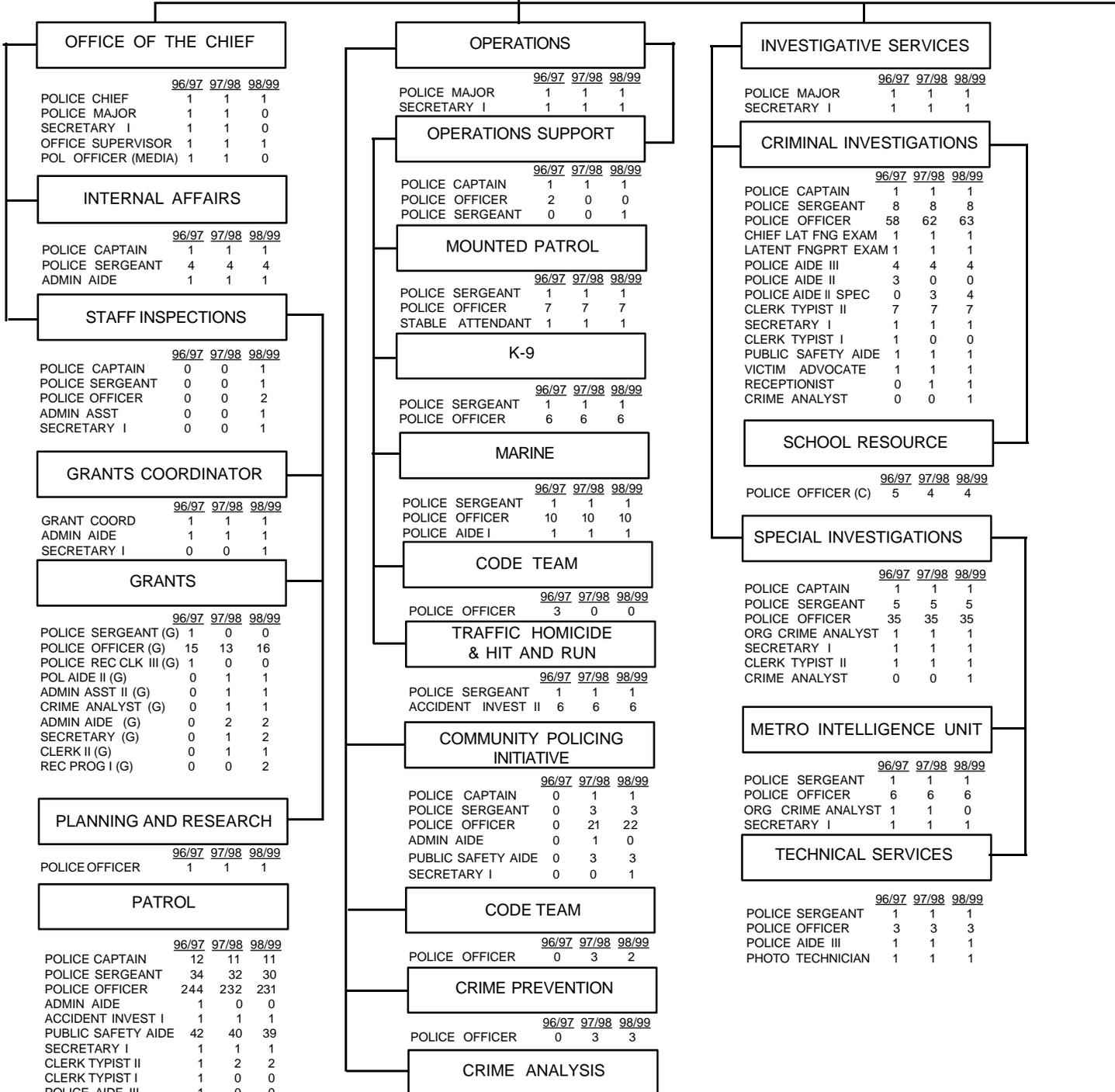
CITY COMMISSION

CITY MANAGER

POLICE

TOTAL FULL-TIME PERSONNEL

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
SWORN TOTAL	486	497	501
CIVILIAN TOTAL	294	299	302
DEPARTMENT TOTAL	780	796	803
CITY TOTAL	2,215	2,252	2,283



OFFICE OF THE CHIEF

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE CHIEF	1	1	1
POLICE MAJOR	1	1	0
SECRETARY I	1	1	0
OFFICE SUPERVISOR	1	1	1
POL OFFICER (MEDIA)	1	1	0

INTERNAL AFFAIRS

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE CAPTAIN	1	1	1
POLICE SERGEANT	4	4	4
ADMIN AIDE	1	1	1

STAFF INSPECTIONS

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE CAPTAIN	0	0	1
POLICE SERGEANT	0	0	1
POLICE OFFICER	0	0	2
ADMIN ASST	0	0	1
SECRETARY I	0	0	1

GRANTS COORDINATOR

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
GRANT COORD	1	1	1
ADMIN AIDE	1	1	1
SECRETARY I	0	0	1

GRANTS

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE SERGEANT (G)	1	0	0
POLICE OFFICER (G)	15	13	16
POLICE REC CLK III (G)	1	0	0
POL AIDE II (G)	0	1	1
ADMIN ASST II (G)	0	1	1
CRIME ANALYST (G)	0	1	1
ADMIN AIDE (G)	0	2	2
SECRETARY (G)	0	1	2
CLERK II (G)	0	1	1
REC PROG I (G)	0	0	2

PLANNING AND RESEARCH

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE OFFICER	1	1	1

PATROL

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE CAPTAIN	12	11	11
POLICE SERGEANT	34	32	30
POLICE OFFICER	244	232	231
ADMIN AIDE	1	0	0
ACCIDENT INVEST I	1	1	1
PUBLIC SAFETY AIDE	42	40	39
SECRETARY I	1	1	1
CLERK TYPIST II	1	2	2
CLERK TYPIST I	1	0	0
POLICE AIDE III	1	0	0

OPERATIONS

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE MAJOR	1	1	1
SECRETARY I	1	1	1

OPERATIONS SUPPORT

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE CAPTAIN	1	1	1
POLICE OFFICER	2	0	0
POLICE SERGEANT	0	0	1

MOUNTED PATROL

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE SERGEANT	1	1	1
POLICE OFFICER	7	7	7
STABLE ATTENDANT	1	1	1

K-9

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE SERGEANT	1	1	1
POLICE OFFICER	6	6	6

MARINE

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE SERGEANT	1	1	1
POLICE OFFICER	10	10	10
POLICE AIDE I	1	1	1

CODE TEAM

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE OFFICER	3	0	0

TRAFFIC HOMICIDE
& HIT AND RUN

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE SERGEANT	1	1	1
ACCIDENT INVEST II	6	6	6

COMMUNITY POLICING
INITIATIVE

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE CAPTAIN	0	1	1
POLICE SERGEANT	0	3	3
POLICE OFFICER	0	21	22
ADMIN AIDE	0	1	0
PUBLIC SAFETY AIDE	0	3	3
SECRETARY I	0	0	1

CODE TEAM

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE OFFICER	0	3	2

CRIME PREVENTION

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE OFFICER	0	3	3

CRIME ANALYSIS

INVESTIGATIVE SERVICES

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE MAJOR	1	1	1
SECRETARY I	1	1	1

CRIMINAL INVESTIGATIONS

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE CAPTAIN	1	1	1
POLICE SERGEANT	8	8	8
POLICE OFFICER	58	62	63
CHIEF LAT FNG EXAM	1	1	1
LATENT FNGPRT EXAM	1	1	1
POLICE AIDE III	4	4	4
POLICE AIDE II	3	0	0
POLICE AIDE II SPEC	0	3	4
CLERK TYPIST II	7	7	7
SECRETARY I	1	1	1
CLERK TYPIST I	1	0	0
PUBLIC SAFETY AIDE	1	1	1
VICTIM ADVOCATE	1	1	1
RECEPTIONIST	0	1	1
CRIME ANALYST	0	0	1

SCHOOL RESOURCE

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE OFFICER (C)	5	4	4

SPECIAL INVESTIGATIONS

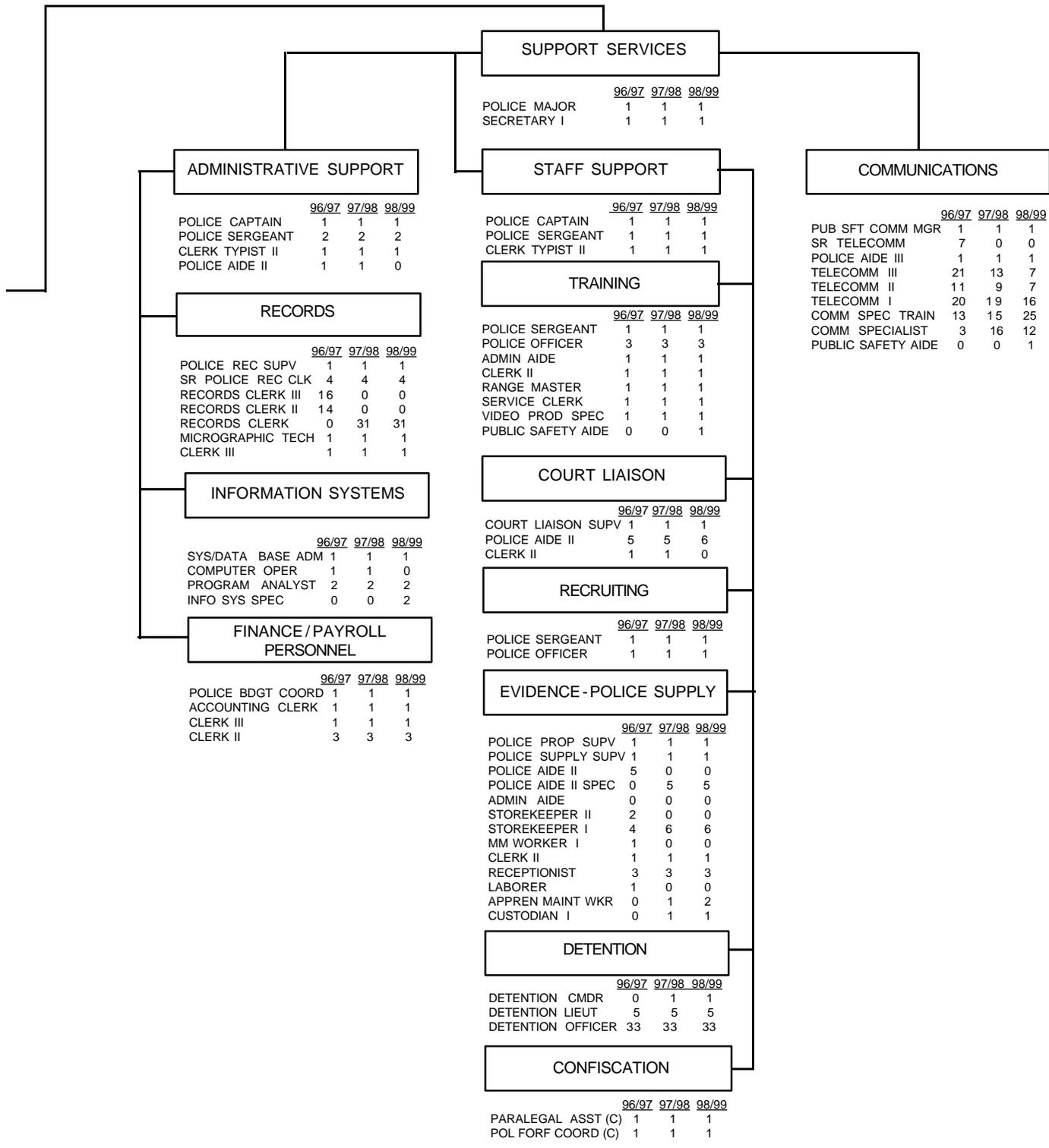
	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE CAPTAIN	1	1	1
POLICE SERGEANT	5	5	5
POLICE OFFICER	35	35	35
ORG CRIME ANALYST	1	1	1
SECRETARY I	1	1	1
CLERK TYPIST II	1	1	1
CRIME ANALYST	0	0	1

METRO INTELLIGENCE UNIT

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE SERGEANT	1	1	1
POLICE OFFICER	6	6	6
ORG CRIME ANALYST	1	1	0
SECRETARY I	1	1	1

TECHNICAL SERVICES

	<u>96/97</u>	<u>97/98</u>	<u>98/99</u>
POLICE SERGEANT	1	1	1
POLICE OFFICER	3	3	3
POLICE AIDE III	1	1	1
PHOTO TECHNICIAN	1	1	1



C = CONFISCATION FUND

POLICE DEPARTMENT

MISSION

While continuing and increasing our cooperative efforts with all persons, associations, and businesses, we strive to improve the quality of life in our community. We shall protect lives, property and rights of all people, maintain order, and enforce the law impartially with the highest degree of ethical behavior and professional conduct at all times.

FY 1998/99 GOALS, OBJECTIVES, AND SELECTED PERFORMANCE MEASURES

<u>DIVISION</u> : Office of the Chief	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
Total Budget	\$3,515,595	\$954,230	\$1,586,080
Total FTE's	11	11	18

Note: Reductions in the total budget from FY 96/97 to FY 97/98 can be attributed to insurance and department overtime accounts that were previously located in the Chief's budget. Increases in the total budget from FY 97/98 to FY 98/99 can be attributed to reorganization, which includes the Staff Inspections Unit as well as the reassignment of Planning & Research and Grants.

1. Goal: Administer all police services in an efficient, equitable and effective manner.

- Objectives:
- a. Promote community involvement.
 - b. Enforce all laws and ordinances.
 - c. Reduce crime and ensure public confidence.

<u>Selected Performance Measures</u>	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
Workloads/Outputs:			
Staff Inspections	N/A	N/A	6
Grants Researched	30	67	75
Grants Processed	17	20	20
Efficiency:			
Grant Reports Processed	365	688	750
Effectiveness:			
Grants Awarded	17	18	20

POLICE DEPARTMENT

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Operations	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget	\$25,029,953	\$27,085,349	\$27,187,696
Total FTE's	381	392	392

2. Goal: Reduce crime and the fear of crime in the community. Expand, and implement community policing initiatives in the community.

- Objectives:
- a. Identify and implement operations which will reduce crime and the fear of crime in the community.
 - b. Further enhance and promote the community policing philosophy, while establishing geographical areas of responsibility and command accountability.
 - c. Promote an active partnership within the community.

<u>Selected Performance Measures</u>	<u>FY 96/97</u> <u>Actuals</u>	<u>FY 97/98</u> <u>Estimated</u>	<u>FY 98/99</u> <u>Target</u>
Workloads/Outputs:			
Calls For Service (CFS)/Arrests (Hours)	96,324	87,588	86,628
Citations (Hours)	13,315	17,517	15,000
Community Policing CFS & Arrests	2,800	4,082	4,136
K-9 Areas & Building Searches	2,002	1,788	2,000
Crime Prevention & Action Plans (Hours)	115,833	130,761	150,000
Public Safety Aide Calls/Accidents (Hrs)	32,108	21,762	30,000
Community Policing Initiative Problem Solving Hours	11,500	27,759	30,000
Security Surveys & Educational Activities	345	779	800
Action Plans Tracked	78	16	20
Code Team Inspections/Court Cases/Voluntary Compliance/Demolitions	3,730	4,293	4,500
Efficiency: Hours/Day/FTE			
Calls for Service/Arrests	1.70	1.76	1.70
Traffic Citations	.24	.30	.28
Crime Prevention (Patrol)	2.05	1.83	2.00
Public Safety Aide CFS/Accidents/Citations	3.58	2.70	4.12
Effectiveness:			
Calls for Service/Arrests	100 %	100 %	100 %
Action Plans/Crime Prevention	100 %	100 %	100 %

POLICE DEPARTMENT

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Support Services	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Total Budget	\$14,630,440	\$17,977,570	\$18,326,185
Total FTE's	216	215	206

Note: Insurance budgets were transferred into Support Division in FY 97/98. The decrease in total FTE's is due to reorganization.

3. Goal: Expand efficiencies in operations and systems.

- Objectives:
- a. Support the Police Department in all aspects of the delivery of primary police services.
 - b. Accept, serve and cancel subpoenas for all Department members.
 - c. Administer all tests, background investigations of all employees and manage all aspects of training for the Department.
 - d. Provide an effective method of handling all emergency and non-emergency calls for service.
 - e. Establish standards to direct and handle calls appropriately as well as provide timely and accurate information from the Florida Crime Information Center (FCIC) and National Crime Information Center (NCIC).

	FY 96/97	FY 97/98	FY 98/99
<u>Selected Performance Measures</u>	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Workloads/Outputs:			
Subpoenas Processed	62,072	63,196	64,000
Evidence Items Received	15,743	16,510	16,000
Coordinate FDLE/Job Related Training	3,578	3,870	4,000
Supplies Issued	176,500	178,265	193,500
Background Investigations and Oral Board Exams Administered	1,020	1,210	1,210
911 & Non Emergency Calls Handled	649,926	608,902	621,000
Teletype Entries/Inquiries/Criminal Histories	348,000	1,433,828 *	1,450,000
Police Calls for Service Dispatched	222,746	203,862	220,000
Arrests Processed (Records)	20,257	17,554	19,900
Traffic Tickets Processed (Records)	70,484	70,849	70,000

*Increased as Inquiries count is now provided by FCIC and is much more than previously estimated.

POLICE DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Efficiency:			
Supply Requests/7 FTE's	25,214	25,971	27,643
911 Calls Answered/FTE	10,000	10,954	N/A *
Calls Answered & Dispatched/FTE**	0	0	15,017
RPA/2 FTE's	1,485	1,247	800 **

*Communications employees are now cross-trained and no longer perform in one single function.

**Expect reduction in paperwork when credit cards are issued.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Effectiveness:			
Police Hiring Goal Obtained	100 %	100 %	100 %
911 Calls Answered Within 10 Seconds	91 %	91 %	91 %
Error-Free Teletype Entries	93 %	93 %	94 %

<u>DIVISION: Investigations Bureau</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Total Budget	\$10,644,226	\$11,650,512	\$11,402,748
Total FTE's	148	152	155

4. Goal: Coordinate all investigative operations in the City.

- Objectives:
- a. Reduce rate of property crime. Expand and implement proactive investigative initiatives and community policing strategies.
 - b. Reduce rate of juvenile crime through first offender initiative, juvenile auto theft grant position and Multi-Agency Gang Task Force involvement.
 - c. Affect change in pawn industry with increased proactive investigations, proposed legislation, and computerization of pawn data.
 - d. Actively monitor sexual predators and violent career criminals.
 - e. Administer the newly formed Nuisance Abatement Board.
 - f. Relocate the Special Investigative Division.

POLICE DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Investigations Assigned	7,478	11,155 *	15,750 *
Arrests	7,003	5,954	5,977
Investigations Presented to State Attorney	4,200	3,530	3,569
Special Operations & Covert Surveillance	210	462	495
Efficiency:			
Investigations Assigned/Detective	144	265 *	344 *

*Investigations Assigned increase is due to the assignment of all cases, including those previously classified as Early Case Closures.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Effectiveness:			
Investigations Filed (SID)*	99 %	100 %	100 %
Investigations Filed (CID)*	56 %	46 %	50 %
Investigations Cleared (CID)	43 %	40 %	45 %

* % of cases State Attorney accepted.

	<u>FY 96/97 Actual</u>	<u>FY 97/98 Rev Budget</u>	<u>FY 97/98 Est Actual</u>	<u>FY 98/99 Budget</u>
<u>General Fund</u>				
Revenues:				
Intergovernmental Revenue	\$ 0	0	0	120,000
Charges for Service	2,611,804	7,282,598	6,365,768	6,696,945
Fines & Forfeitures	1,607,437	1,619,324	1,388,227	1,484,324
Miscellaneous Revenues	144,014	112,000	372,272	117,600
<i>Total</i>	\$ 4,363,014	9,013,922	8,126,267	8,418,869

POLICE DEPARTMENT

	FY 96/97	FY 97/98	FY 97/98	FY 98/99
	Actual	Rev Budget	Est Actual	Budget
	<u>General Fund</u>			
Expenditures:				
Salaries & Wages	\$ 34,828,494	36,256,305	36,932,723	37,753,011
Fringe Benefits	12,263,578	13,235,350	12,618,555	12,786,723
Services/Materials	3,078,711	3,802,632	3,577,259	3,883,332
Other Operating Expenses	3,505,826	3,834,963	3,755,954	3,820,816
Non-Operating Expenses	0	0	0	0
Capital Outlay	143,589	467,298	783,170	258,827
<i>Total</i>	\$ 53,820,197	57,596,548	57,667,662	58,502,709

ORGANIZATION PLAN PUBLIC SERVICES

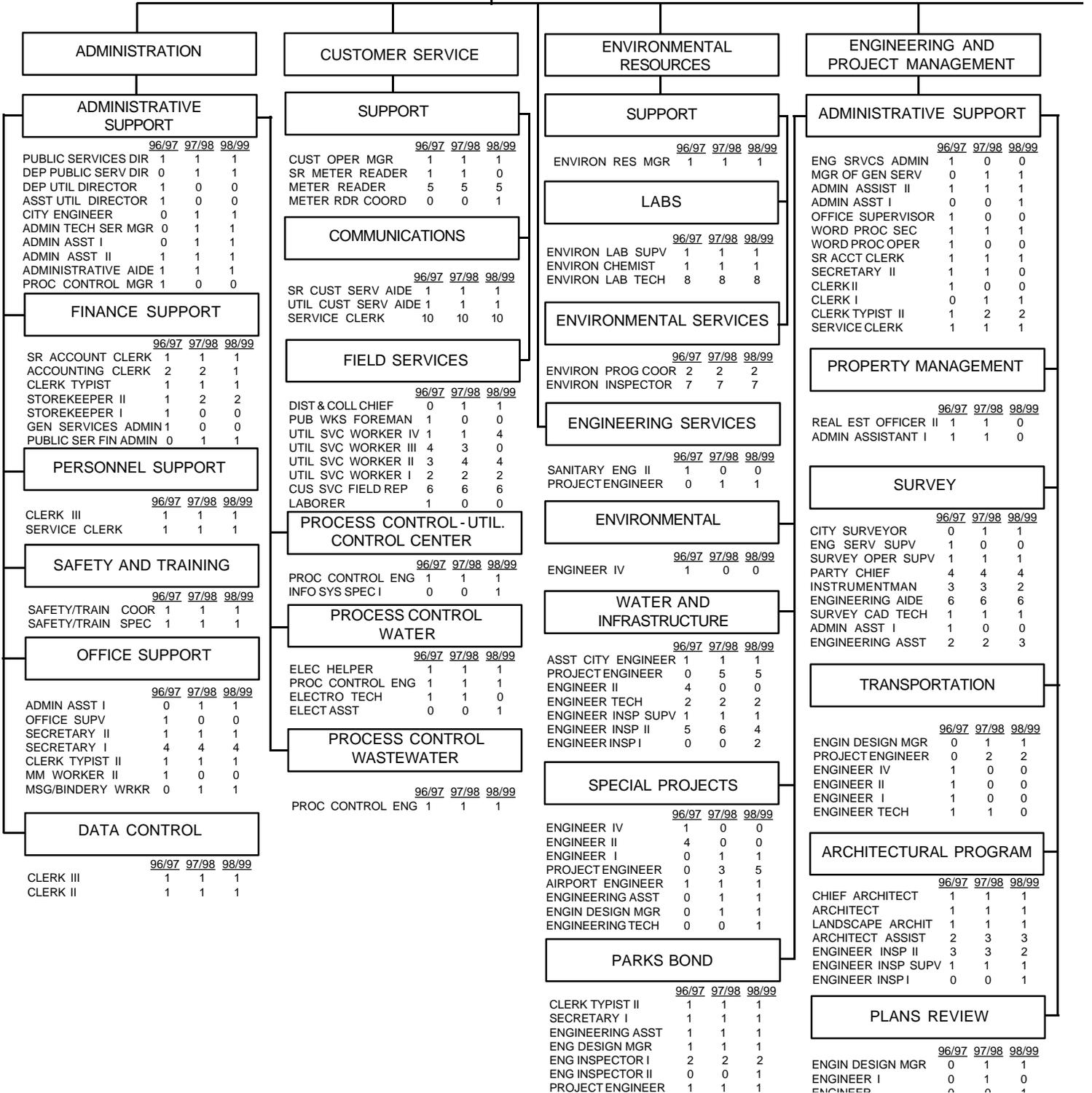
CITY COMMISSION

CITY MANAGER

PUBLIC SERVICES

TOTAL FULL-TIME PERSONNEL

	96/97	97/98	98/99
DEPARTMENT	541	554	548
CITY TOTAL	2,215	2,252	2,283



DISTRIBUTION AND COLLECTION

SUPPORT

	96/97	97/98	98/99
UTIL DIST & COLL MGR	0	1	1
W & WW COLL MGR	1	0	0

CONSTRUCTION

	96/97	97/98	98/99
WATER DIST SUPV	1	1	1
DIST & COLL CHIEF	0	3	3
CHIEF UTIL SVCWKR	3	0	0
UTIL SVCWKR IV (WTR)	8	9	8
UTIL SVCWKR III (WTR)	8	11	13
UTIL SVCWKR II	31	30	27
UTIL SVCWKR I	12	14	9
HEAVY EQUIP OPER	5	4	4
LABORER	2	0	0
ADMIN AIDE	1	1	1

WASTEWATER SYSTEMS

	96/97	97/98	98/99
WW COLL SUPV	1	1	1
CHIEF UTIL SVCWKR	2	2	0
UTIL SVCWKR IV	6	6	7
UTIL SVCWKR III	9	14	14
UTIL SVCWKR II	14	10	15
UTIL SVCWKR I	4	4	5
LABORER	2	0	0
DIST & COLL CHIEF	0	0	2

STORMWATER

	96/97	97/98	98/99
DIST & COLL CHIEF	0	1	1
CHIEF UTIL SVCWKR	1	0	0
UTIL SVCWKR IV	1	3	3
UTIL SVCWKR III	3	6	6
UTIL SVCWKR II	3	6	6
UTIL SVCWKR I	1	2	2
HEAVY EQUIP OPER	2	0	0
MM WORKER I	1	0	0

ROAD MAINTENANCE AND REPAIR

	96/97	97/98	98/99
MM WORKER IV	2	1	0
MM WORKER III	0	1	0
MM WORKER II	2	2	0
MM WORKER I	1	1	1
UTIL SCVWKR II	0	0	2
UTIL SCVWKR III	0	0	1
UTIL SCVWKR IV	0	0	1

TREATMENT

SUPPORT

	96/97	97/98	98/99
W & WW TREAT MGR	1	1	1

SLUDGE COMPOSTING

	96/97	97/98	98/99
REG CHIEF WW OPER	0	1	1
CH WW TRT PLT OP	1	0	0
MM WORKER III	1	1	0

FIVEASH WATER PLANT

	96/97	97/98	98/99
REG FACILITY MGR	1	1	1
REG CHIEF WTR OP	4	3	2
REG WTR TRT OPER II	5	5	5
WTR TRT PLT OPER I	5	4	2
WTR PLT OP TRAIN	2	3	3
PUB SER MAINT CHIEF	0	1	1
CHIEF UTIL MECH	1	0	0
ELECTRO TECH	1	1	1
INDUSTRIAL ELEC	1	1	1
DIESEL TECH	1	1	1
UTIL MECH II	2	2	2
UTIL MECH I	3	3	3
MM WORKER III	4	5	5
MM WORKER II	1	0	0
LABORER	1	0	0
APPREN MAINT WKR	0	1	1

LOHMEYER REGIONAL PLANT

	96/97	97/98	98/99
REG FACILITY MGR	1	1	1
REG CHIEF WW OPER	5	5	5
PUB SER MAINT CHIEF	0	1	1
CHIEF UTIL MECH	1	0	0
ELECTRO TECH	1	1	2
ELEC / INSTRUM TECH	1	1	0
UTIL MECH II	6	6	5
UTIL MECH I	3	3	4
REG WW TRT OPER II	6	6	6
REG WW TRT OPER I	3	4	5
INDUSTRIAL ELEC	1	1	1
MM WORKER IV	2	0	0
MM WORKER III	0	2	2
MM WORKER I	1	1	1
WW TRT OP TRAINEE	5	4	3

PEELE/DIXIE WATER PLANT

	96/97	97/98	98/99
PUB SERV MAINT CHIEF	0	1	0
CHIEF UTIL MECH	1	0	0
WATER TRT OPER II	5	5	5
UTIL MECH II	1	1	1
UTIL MECH I	1	1	1
WATER TRT OPER I	2	1	0
MM WORKER II	3	3	3
MM WORKER I	0	1	0
REG CHIEF WTR OPER	1	1	1

MAINTENANCE

SUPPORT

	96/97	97/98	98/99
PUB SER MAINT MGR	0	1	1
UTIL MAINT MGR	1	0	0

INSTALLATION/REPAIR

	96/97	97/98	98/99
PUB SER MAINT CHIEF	0	3	3
UTIL MAINT SUPV	1	1	1
CHIEF UTIL MECH	3	0	0
UTIL MECH II	11	11	11
UTIL MECH I	15	15	14
MAINT MACHINIST	2	2	2

ELECTROTECHNOLOGY

	96/97	97/98	98/99
SR ELECTRO TECH	1	1	0
INDUSTRIAL ELEC	3	3	3
ELEC/INSTRU TECH	2	2	2
ELECTRICAL HELPER	3	3	1
ELECTROTECH	0	0	1
ELECTRIC ASST	0	0	1

SPECIAL PROJECTS

	96/97	97/98	98/99
PUB WKS FOREMAN	1	1	1
STR/GDS MAINT SUPV	1	0	0
MUNIC OPER SUPV	0	1	1
MM WORKER IV	4	1	1
MM WORKER III	4	3	3
MM WORKER II	1	6	5
SECURITY GUARD I	1	1	1
DIESEL TECH	2	2	2
UTIL MECH II	1	1	1

FACILITIES MAINTENANCE

	96/97	97/98	98/99
FACILITIES SUPT	1	1	1
ELECTRICIAN II	1	0	0
ELECTRICIAN I	6	7	7
ELECTRICAL HELPER	2	2	0
A/C TECHNICIAN	3	3	3
MAINT FOREMAN	1	1	1
PAINTER	8	8	8
PLUMBER	2	2	2
WELDER/FABRICATOR	3	3	3
CARPENTER (MAINT)	5	0	0
MM WORKER II	1	1	1
CONST WORKER I	1	0	0
CONST WORKER II	6	7	7
CONST WORKER III	1	1	1
CARPENTER II	1	1	1
PUB WKS FOREMAN	1	1	1
CARPENTER I	0	5	5
ELECTRIC ASST	0	0	2

SOLID WASTE

ADMINISTRATION

	96/97	97/98	98/99
SOLID WASTE SUPT	1	1	1
RECYCLING MGR	1	1	1
ADMIN AIDE	1	1	1

COLLECTIONS

	96/97	97/98	98/99
SOLID WASTE FORMN	1	1	1
SOLID WASTE COLL	10	10	10

TRASH TRANSFER STATION

	96/97	97/98	98/99
SOLID WASTE FORMN	0	1	1
MM WORKER IV	1	1	1
MM WORKER III	6	4	7
MM WORKER II	4	7	6
HEAVY EQUIP OPER	1	1	1
CUSTODIAN I	0	1	1

STREET CLEANING

	96/97	97/98	98/99
PUB WKS FOREMAN	1	1	1
MM WORKER III	1	4	3
MM WORKER II	7	4	7

BULK PROGRAM

	96/97	97/98	98/99
MM WORKER III	1	3	8
MM WORKER II	16	15	9
MM WORKER I	1	0	0
SOLID WASTE FORMN	1	1	1
HEAVY EQUIP OPER	4	4	4

LOT CLEANING

	96/97	97/98	98/99
MM WORKER IV	1	1	1
MM WORKER III	0	1	0
MM WORKER II	4	3	5
MM WORKER I	1	1	1
LABORER	1	0	0
APPREN MAINT WKR	0	1	0

RECYCLING PROGRAM

	96/97	97/98	98/99
MM WORKER III	1	1	1

PUBLIC SERVICES DEPARTMENT

MISSION

To achieve total customer satisfaction by providing quality public services.

FY 1998/99 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Distribution & Collection	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget (Water and Sewer Fund)	\$7,369,828	\$7,365,333	\$7,793,687
Total FTE's	116	115	115
Total Budget (Stormwater Fund)	\$855,174	\$1,268,554	\$1,445,447
Total FTE's	12	18	18

1. Goal: Operate the water distribution, wastewater collection and stormwater management systems to improve the quality and reliability of service to our customers.

- Objectives:
- a. Inspect and calibrate water and wastewater flow meters.
 - b. Continue the replacement of 2, 3 and 4 inch cast iron water mains.
 - c. Enhance the relining and repair of defective gravity sewer mains.
 - d. Complete infiltration/inflow pilot project in sewer basin A-3 as first phase of the effort to reduce flow to wastewater treatment plant.
 - e. Evaluate service delivery in the field by establishing performance standards and benchmarks.
 - f. Improve reliability of the Stormwater Management infrastructure.

<u>Selected Performance Measures</u>	FY 96/97	FY 97/98	FY 98/99
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
<u>Workloads/Outputs:</u>			
Test & Calibrate 0.625"-16" Water Meters	6,707	6,850	6,800
Field Repairs and Maintenance of Meters	15,693	15,950	15,000
Construct New Water Mains (Lin. Ft.)	20,102	52,000	52,000
Gravity Main and Lateral Repairs	312	350	350
Video Inspection of Gravity Mains (Lin. Ft.)	600,000	620,000	625,000
Clean Gravity Sewers (Lin. Ft.)	1,750,000	1,820,000	2,000,000
Storm Drain Pipe Video Inspection (Lin. Ft.)	100,000	100,000	44,000
Clean Storm Drain Pipe (Lin. Ft.)	22,000	22,000	200,000
Clean Storm Drain Structures	1,600	1,600	3,200
<u>Efficiency:</u>			
Meters Tested & Repaired/7 FTE's	958	979	971
Field Repairs of Meters/7 FTE's	2,242	2,279	2,142

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Efficiency: (continued)			
Cost of Water Main Construction/Lin. Ft. (Not Including Engineering)	N/A	\$45	\$50
Gravity Main & Lateral Repairs/9 FTE's	35	39	39
Gravity Mains Inspected/5 FTE's (Lin. Ft.)	120,000	124,000	125,000
Gravity Mains Cleaned/6 FTE's (Lin. Ft.)	291,667	303,333	333,333
Stormwater Pipe Inspected/3 FTE's (Lin. Ft.)	33,333	33,333	14,667
Stormwater Mains Cleaned/2 FTE's (Lin. Ft.)	11,000	11,000	50,000
Storm Drain Structures Cleaned/2 FTE's	800	800	800
Effectiveness:			
Anticipated Savings by Performing Pipe Construction In-House vs. Contracted (\$/Yr. Assuming 52,000 Sq. Ft. In-House)	N/A	\$1,092,000	\$0
Maintenance/Repair Activities Completed	100 %	100 %	100 %
	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
<u>DIVISION: Treatment</u>			
Total Budget (Water and Sewer Fund)	\$6,352,283	\$6,556,488	\$6,340,896
Total FTE's	47	46	40
Total Budget (Central Regional Fund)	\$8,512,228	\$7,536,923	\$8,132,729
Total FTE's	38	38	37

2. Goal: Provide economical and environmentally acceptable wastewater treatment and disposal facilities.

- Objectives:
- a. Develop and implement a cost effective, reliable biosolids management plan and improve the reliability of dewatering equipment and the general working environment in the dewatering building.
 - b. Control offensive odors at the George T. Lohmeyer (GTL) Regional Wastewater Treatment Plant.
 - c. Increase permit capacity of GTL from 43 MGD to 46-47 MGD.
 - d. Protect the environment by efficiently and effectively treating wastewater generated by the eastern Central Region of Broward County. Sufficient resources are utilized to operate the GTL Wastewater Treatment Plant so as to ensure that wastewater effluent and biosolids disposal practices meet Federal, State and local regulatory requirements.

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Biosolids Removed From GTL (Dry Tons)	7,357	8,250	8,500
Customer Complaints - Process Odors	12	14	6
Raw Wastewater Treated (Billions of Gallon)	14.2	13.8	15.0
Work Requests Submitted	545	520	480
Major Replacement/Overhaul Projects	7	6	8
Efficiency:			
Process Control Odor Complaints/FTE	0.35	0.41	0.18
Wastewater Treated/FTE (Billions of Gallons)	0.42	0.41	0.44
Days Effluent in Total Compliance Criteria	363	362	363
Work Requests Completed Timely	84 %	85 %	85 %
Equipment PM'd on Time	72 %	74 %	80 %
Effectiveness:			
Biosolids Treated That Met All Federal, State & Local Land Application Regulations	100 %	100 %	100 %
Facility Meets All Federal, State & County Inspection Regulations	96 %	96 %	98 %
Equipment Not Requiring Major Repair/Overhaul	90 %	92 %	95 %
Major Projects Completed	7	6	8

3. Goal: Provide cost-effective, high quality, potable water for our customers through ecologically responsible methods.

- Objectives:
- a. Continue contamination removal action in response to Environmental Protection Agency 's (EPA) Superfund activities at the north Peele Dixie wellfield.
 - b. Construct aquifer storage and recovery by late 1997 to resolve finished water storage requirements and to maximize water resources.
 - c. Investigate options to more efficiently remove color from our raw water and phase out the existing aeration treatment process at the Fiveash Water Treatment Plant.
 - d. Construct a new 7 million gallon finished water storage tank including irrigation, landscaping and stormwater improvements at Fiveash Water Treatment Plant.

PUBLIC SERVICES DEPARTMENT

- e. Provide resources to supervise, maintain, monitor and control the water treatment plants by treating raw groundwater so as to deliver the best quality potable water under optimal pressures to our customers.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Raw Water Treated (Billions of Gallons)	17.58	17.80	18.0
Water Quality Customer Complaints	82	80	78
Pump Inspections	18,615	18,980	18,980
Efficiency:			
Raw Water Treated/36 FTE's (BG)	0.49	0.50	0.50
Water Quality Complaints/36 FTE's	2.3	2.2	2.2
Pump Inspections/10 FTE's	1,862	1,898	1,898
Effectiveness:			
Raw Water Treated vs. Finished Water Available for Customers	98 %	98 %	98.5 %
Time All Pumps in Service	85 %	87 %	89 %

	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
<u>DIVISION:</u> Customer Service			
Total Budget (Water and Sewer Fund)	\$1,934,189	\$1,994,631	\$2,091,085
Total FTE's	34	33	33
Total Budget (Sanitation Fund)	\$113,918	\$129,752	\$124,261
Total FTE's	3	3	3
<u>DIVISION:</u> Administration			
Total Budget (Water and Sewer Fund)*	\$12,152,581	\$9,259,037	\$10,098,856
Total FTE's	30	32	32
Total Budget (Sanitation Fund)	\$86,828	\$55,978	\$69,587
Total FTE's	2	2	2

4. Goal: Enhance administrative and customer service programs to increase efficiency and productivity within the Public Services Department.

- Objectives:
- a. Implement a job accounting and maintenance management information system.
 - b. Continue developing a 5 year Master Plan for competitiveness improvements including process control and information systems.

*Budget also includes the division of Department Support.

PUBLIC SERVICES DEPARTMENT

- c. Administer the meter reading contract to improve efficiency and achieve economic savings.
- d. Provide 24 hour customer service to the citizens of Fort Lauderdale by distributing information, processing service requests, and dispatching field personnel to investigate or make repairs.
- e. Provide clerical support, personnel service support, training support, and financial services to the Public Services Department.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Clean City Service/Information Requests	22,184	26,832 *	26,832 *
Other Dept. Service/Information Requests	70,000	65,000	60,000 **
Work Orders Generated/Processed	16,558	16,844	16,844
Field Service Responses	10,378	10,500	10,500
Meter Reading Service Requests	36,800	40,000	40,000
Correspondence/Documents Processed	3,160	4,700	4,000
Personnel/Timekeeping Records Maintained	12,740	13,858	14,820
Training Units of Service	900	2,884	2,400
Safety Investigation/Inspections	460	392	520
Financial Documents Processed	15,360	14,010	15,200
Efficiency:			
Clean City Calls/3 FTE's	7,395	8,944	8,944
Calls Providing Information/9 FTE's	7,778	7,222 *	6,667 *
Service Requests Processed/9 FTE's	1,840	1,055	1,055
Field Service Responses/18 FTE's	610	617	617
Meter Reading Service Requests/6 FTE's	5,257	5,714	5,714
Personnel/Timekeeping Records/2 FTE's	6,370	6,929	7,410
Financial Documents Processed/3 FTE's	5,120	4,670	5,067
Effectiveness:			
Service Work Orders Processed on Time	94 %	96 %	100 %
Reasonable Response Time to Work Request/Job Task	95 %	95 %	100 %
Accuracy of Paycheck Processing	95 %	99 %	99 %

*Reflects Cleaner City.

**Less calls received due to the implementation of the FLAIR system at Fire-Rescue and Building.

PUBLIC SERVICES DEPARTMENT

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Environmental Resources	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget (Water and Sewer Fund)	\$1,265,962	\$1,411,916	\$1,600,133
Total FTE's	18	18	18
Total Budget (Stormwater Fund)*	\$559,623	\$547,037	\$529,562
Total FTE's	3	3	3

*Budget also includes the division of Department Support.

5. Goal: Provide the inspection and monitoring services necessary to enhance the quality of the City's water, wastewater and stormwater programs; and insure compliance with Federal, State and local regulatory agencies.

- Objectives:
- a. Improve the quality of the waterways of the City through an effective Stormwater Management Program.
 - b. Develop and administer programs to mitigate the occurrence and effects of environmental degradation through enforcement and regulatory requirements and ordinances.
 - c. Provide analytical data for treatment process control to ensure compliance with environmental regulations and treatment operations permits. Maintain federal and state certification of our laboratories.

<u>Selected Performance Measures</u>	<u>FY 96/97</u> <u>Actuals</u>	<u>FY 97/98</u> <u>Estimated</u>	<u>FY 98/99</u> <u>Target</u>
Workloads/Outputs:			
Waterways Analyses Performed	4,200	5,500	7,500
Annual Inspections of 20% Stormwater Structures	2,010	815	2,010
Industrial and Environmental Samples	704	670	800
Industrial Pretreatment & Ordinance Enforcement Inspection	793	820	900
Backflow/Cross Connection Compliance	725	525	850
Treatment Process Samples Collected	27,200	28,500	29,500
Treatment Process Analyses Performed	115,600	120,000	125,000
Efficiency:			
Waterways Analyses/1 FTE	4,200	5,500	7,500
Annual Inspections of 20% Stormwater Structures/2 FTE's	1,005	408	1,005
Environmental Monitors & Samples/3 FTE's	234	223	267
Ordinance Enforcement Actions/5 FTE's	159	165	180
Industrial Inspections/1 FTE	793	820	900
Treatment Process Samples/8 FTE's	3,400	3,562	3,688
Treatment Process Analyses/8 FTE's	14,450	15,000	15,025

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Effectiveness:			
Complete Waterways Analysis By Deadlines	100 %	100 %	100 %
Industrial Inspections	70 %	80 %	70 %
FL DOH Lab Certification Obtained	100 %	100 %	100 %

<u>DIVISION: Maintenance</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
Total Budget (General Fund)	\$5,699,805	\$6,093,324	\$5,849,308
Total FTE's	54	56	55
Total Budget (Water and Sewer Fund)	\$3,648,932	\$3,880,438	\$3,985,708
Total FTE's	46	45	43

6. Goal: Provide construction and maintenance services for City-wide facilities in a responsible and cost-effective manner.

- Objectives:
- a. Operate and maintain raw water wellfields, wastewater pump stations, elevated water storage tanks, storm water stations and provide heavy industrial support activities to other utility sections and other City departments.
 - b. Provide a program of maintenance activities to facilitate small building renovation projects, all basic building maintenance (except janitorial), various construction projects, City-wide electrical projects and street lighting maintenance. Supervise the facility maintenance operation and the Community Service Program.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Operate Well Site/Check/PM Repairs	11,268	14,286	14,323
Operate Pump Station Check/ PM/Repairs	15,400	20,330	20,284
Structural/Bldg. Maintenance Requests	3,418	5,140	5,000
Renovation Projects (Square Feet)	35,000 *	12,156	20,000
Street Light Circuit Checks	N/A	N/A	1,008

*Included large building renovations.

Efficiency:			
Wellfield Jobs/Well Mechanics/12 FTE's	939	1,190	1,194
Pump Station Jobs/Stat. Mech./12 FTE's	1,283	1,694	1,690
Structural Requests/20 FTE's	171	257	250

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Efficiency: (continued)			
Renovation Footage/5 FTE's	7,000	2,431	4,000
Street Lights Repaired/2 FTE's	1,300	1,128	N/A
Street Light Circuit Checks/2 FTE's	N/A	N/A	504

<u>DIVISION: Sanitation</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
Total Budget (Sanitation Fund)	\$15,733,482	\$17,116,185	\$16,335,143
Total FTE's	66	69	72

7. Goal: Provide direction and support for clean cities sanitation services to improve customer service, aesthetics, recycling and efficiencies.

- Objectives:
- a. Continue to improve cost effectiveness of Trash Transfer Station through more effective operation and separation of materials.
 - b. Continue with the development of new services levels Citywide in order to maximize recycling and reduce disposal costs.
 - c. Continue to implement the multi-family residential recycling agreement and ordinance.
 - d. Continue to reduce costs per ton of recycling collection and processing efforts.
 - e. Provide efficient curbside bulk trash collection and disposal services for 40,000 residential accounts.
 - f. Provide for refuse collections at all occupied locations in the City.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Trash Transfer Station Annual Tons	24,795	32,129	34,000
Bulk Trash Collected & Disposed (Tons)	20,715	22,980	23,000
Refuse Collected by City (Tons)	25,000 *	24,600	23,000
Refuse Collected by Contractor (Tons)	30,000 *	27,600	26,000
Efficiency:			
Clean Yard Waste Separation	39 %	39 %	44 %
Savings Through Yard Waste Separation	\$698,775	\$829,675	\$962,500
Refuse Tons Collected by City/11 FTE's	2,273	2,236	2,090

PUBLIC SERVICES DEPARTMENT

*Reflects less recycling.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Effectiveness:			
Separate Clean Yard Waste to Reduce Disposal Costs (Tons/Year)	18,150	21,550	25,000
On-Time Collections by City	100 %	100 %	100 %
On-Time Collections by Contractor	100 %	98 %	100 %

<u>DIVISION:</u> Engineering and Project Management	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
Total Budget (General Fund)	\$4,160,319	\$4,955,433	\$5,144,358
Total FTE's	73	76	76

8. Goal: Provide engineering, architectural, and project management services that lead to the provision of functional, cost effective infrastructure and City facilities.

- Objectives:
- a. Provide survey, administrative support, annual contractor permits/DRC support required for the construction of approximately 200 designated engineering projects annually.
 - b. Continue to focus on customer satisfaction by improving on plans and construction quality and minimizing change orders and to be competitive with the private sector in areas of cost, scheduling, and quality.
 - c. Manage the design of water system, wastewater system, stormwater system, seawalls, dredging and other various City infrastructure.
 - d. Provide engineering design, project management, and technical services for a variety of municipal engineering projects within the City.
 - e. Provide technical support and guidance for City traffic and transportation issues.
 - f. Provide architectural support and guidance for all existing City facilities and all new facility design and construction.
 - g. Continue the implementation of the Parks Bond Projects including the participation of the neighborhoods and complete the program within the three year targeted schedule.
 - h. Manage and facilitate the permitting and plans review section.

PUBLIC SERVICES DEPARTMENT

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Engineering Surveys Completed	167	220	225
In-House Design of 6" & 8" Water Main Replacement (Miles)	N/A	15	15
Program , Design & Construction Mgmt. (Millions of Dollars)	N/A	\$1.5	\$1.5
Projects Managed	20	20	25
Grants Applied For	21	21	22
Community Involvement Meetings	5	36	36
NCIP* Project Designs Completed	N/A	12	12
ACTion Items	N/A	150	150
Construction Value of Projects Inspected	N/A	\$10,000,000	\$10,000,000
Bond Project Designs Coordinated/Managed	N/A	10	10
Plans/Permits Reviewed	N/A	2,037	2,331
Efficiency:			
Topographical Survey Miles/14 FTE's	25	27	27
Completed In-House Design of 6" & 8" Water Main Replacement Miles/2 FTE's	N/A	7.5	7.5
Engineering Grants Applied For/1 FTE	21	22	22
NCIP Projects /3 FTE's	N/A	4	4
City Facility Projects Inspected/6 FTE's	N/A	\$1,700,000	\$1,700,000
City Facility Projects Designed/7 FTE's	N/A	\$640,000	\$640,000
City Facility Projects Managed but Designed by Consultants/2.5 FTE's	N/A	\$2,000,000	\$2,000,000
Effectiveness:			
Surveys Completed on Time	90 %	95 %	95 %
Water Systems Projects Completed On-Time	N/A	90 %	90 %
Water Systems Projects Completed Within Budget	N/A	90 %	90 %
Engineering Projects Completed On-Time	90 %	90 %	90 %
Eng. Projects Completed Within Budget	90 %	90 %	90 %
ACTion Items Completed	N/A	100 %	100 %
Parks Bond Projects Completed On-Time	N/A	90 %	90 %
Parks Bond Projects Completed Within Budget	N/A	90 %	90 %

*Neighborhood Capital Improvement Plan

PUBLIC SERVICES DEPARTMENT

	<u>FY 96/97</u>	<u>FY 97/98</u>	<u>FY 97/98</u>	<u>FY 98/99</u>
	<u>Actual</u>	<u>Rev Budget</u>	<u>Est Actual</u>	<u>Budget</u>
<u>General Fund</u>				
Revenues				
Charges for Service	\$ 83,708	92,200	382,711	167,200
Miscellaneous Revenues	<u>2,459,914</u>	<u>3,426,446</u>	<u>3,083,377</u>	<u>2,848,020</u>
<i>Total</i>	<u>\$ 2,543,622</u>	<u>3,518,646</u>	<u>3,466,088</u>	<u>3,015,220</u>
Expenditures				
Salaries & Wages	\$ 4,859,956	5,773,563	5,577,529	5,843,410
Fringe Benefits	1,504,321	1,811,182	1,580,284	1,752,523
Services/Materials	2,786,641	2,826,304	3,039,413	2,572,588
Other Operating Expenses	668,203	737,948	754,011	735,097
Non-Operating Expenses	0	0	0	0
Capital Outlay	<u>41,011</u>	<u>114,705</u>	<u>97,523</u>	<u>90,048</u>
<i>Total</i>	<u>\$ 9,860,133</u>	<u>11,263,702</u>	<u>11,048,760</u>	<u>10,993,666</u>
<u>Sanitation Fund</u>				
Revenues				
Charges for Service	\$ 17,072,842	16,254,400	17,035,100	17,059,922
Miscellaneous Revenues	<u>189,865</u>	<u>101,400</u>	<u>248,100</u>	<u>193,300</u>
<i>Total</i>	<u>\$ 17,262,707</u>	<u>16,355,800</u>	<u>17,283,200</u>	<u>17,253,222</u>
Expenditures				
Salaries & Wages	\$ 2,365,983	2,659,244	2,641,620	3,145,498
Fringe Benefits	721,827	782,903	745,329	807,453
Services/Materials	10,008,897	11,507,477	10,915,570	9,846,403
Other Operating Expenses	2,346,339	2,607,216	2,539,036	2,500,679
Non-Operating Expenses*	334,888	0	107,918	100,000
Capital Outlay	<u>156,293</u>	<u>329,350</u>	<u>352,441</u>	<u>128,958</u>
<i>Total</i>	<u>\$ 15,934,226</u>	<u>17,886,190</u>	<u>17,301,914</u>	<u>16,528,991</u>
<u>Water and Sewer Fund</u>				
Revenues				
Charges for Service	\$ 41,697,244	45,142,326	43,962,286	48,480,045
Miscellaneous Revenues	<u>2,081,598</u>	<u>2,256,985</u>	<u>3,195,785</u>	<u>2,446,442</u>
<i>Total</i>	<u>\$ 43,778,842</u>	<u>47,399,311</u>	<u>47,158,071</u>	<u>50,926,487</u>

PUBLIC SERVICES DEPARTMENT

	<u>FY 96/97</u>	<u>FY 97/98</u>	<u>FY 97/98</u>	<u>FY 98/99</u>
	<u>Actual</u>	<u>Rev Budget</u>	<u>Est Actual</u>	<u>Budget</u>
<u>Water and Sewer Fund</u>				
Expenditures				
Salaries & Wages	\$ 10,262,550	11,537,788	10,824,575	11,645,951
Fringe Benefits	3,323,069	3,766,490	3,379,033	3,602,861
Services/Materials	7,177,947	7,763,082	7,618,149	7,199,684
Other Operating Expenses	7,686,263	7,888,366	7,880,185	8,736,029
Non-Operating Expenses*	3,762,073	682,292	176,645	150,000
Capital Outlay	511,861	608,126	589,263	575,840
<i>Total</i>	<u>\$ 32,723,763</u>	<u>32,246,145</u>	<u>30,467,850</u>	<u>31,910,365</u>

<u>Regional Wastewater Fund</u>				
Revenues				
Charges for Service	\$ 11,201,389	11,020,167	9,459,896	9,854,054
Miscellaneous Revenues	1,104,240	1,001,100	1,050,600	1,050,600
<i>Total</i>	<u>\$ 12,305,629</u>	<u>12,021,267</u>	<u>10,510,496</u>	<u>10,904,654</u>

Expenditures				
Salaries & Wages	\$ 1,502,019	1,629,849	1,592,923	1,688,521
Fringe Benefits	646,308	689,214	670,897	685,572
Services/Materials	4,610,757	5,784,622	4,527,559	4,976,414
Other Operating Expenses	729,553	740,461	741,924	782,222
Non-Operating Expenses*	1,018,249	0	0	0
Capital Outlay	5,343	0	3,621	0
<i>Total</i>	<u>\$ 8,512,228</u>	<u>8,844,146</u>	<u>7,536,924</u>	<u>8,132,729</u>

<u>Stormwater Fund</u>				
Revenues				
Charges for Service	\$ 2,985,147	2,980,000	2,980,000	2,980,000
Miscellaneous Revenues	540,023	200,000	416,000	360,000
<i>Total</i>	<u>\$ 3,525,170</u>	<u>3,180,000</u>	<u>3,396,000</u>	<u>3,340,000</u>

Expenditures				
Salaries & Wages	\$ 537,828	732,498	696,546	776,084
Fringe Benefits	179,561	227,937	204,409	241,307
Services/Materials	187,391	280,872	236,780	271,983
Other Operating Expenses	402,935	552,091	463,336	565,635
Non-Operating Expenses*	85,571	0	30,000	0
Capital Outlay	21,511	328,753	184,520	120,000
<i>Total</i>	<u>\$ 1,414,796</u>	<u>2,122,151</u>	<u>1,815,592</u>	<u>1,975,009</u>

*FY 96/97 includes depreciation which is not budgeted.

INTRODUCTION

An integral part of the City of Fort Lauderdale's budget is the funding for its Capital Improvement Plan (CIP). The five-year plan is based on City Commission CIP policies and CIP Committee, deliberations, review and recognition of the need to have a comprehensive and financially-balanced plan. Under the guidance of the City Manager, the CIP has been assembled by the Capital Improvement Committee, which is comprised of ten top management personnel. The Committee is responsible for developing the plan for meeting and managing the recognized needs, and for controlling the CIP approved by the Commission.

A capital improvement project must meet the following criteria:

1. Represent a physical improvement;
2. Have an anticipated life of not less than 10 years;
3. Cost \$5,000 or more.

The CIP is prepared in light of the Commission guidelines for the use of debt as noted on page 34. The Plan has seven components including a general plan funded by general government resources, enterprise plans to provide for capital improvements for the City's enterprise operations, and a plan for the Community Development Block Grant Program.

IMPACT ON OPERATING BUDGET

Expenditures for capital improvements are not included in the adopted operating budget. The CIP is prepared and approved independently except for the budgeted transfers from operating funds to the Capital Improvement Program. (Notice the CIP transfers referred to in the fund tables under "Other Financial Uses" in the Financial Section of this book.)

The majority of the City's CIP projects are for recapitalization and reconstruction of existing facilities and infrastructure and as such, do not impact the operating budget. However, one of the FY 98/99 General Capital Improvement Plan projects does have an operating budgetary impact. This is for the \$462,380 NW/Progresso/Flagler Heights CRA. This project is a multi-year commitment to provide infrastructure and community facility improvements to Housing and Economic Development Projects within the Community Redevelopment Area (CRA). Activities may include installation of streets, curbs, gutters, drainage, sewer, sidewalks, landscaping and other public improvements. As such, this year's operating budget in Planning and Economic Development includes \$200,000 for staff, office supplies, and equipment to oversee the CRA development.

Outside of the projects listed on the following pages are two other areas that did budget this year for operating impact due to completed projects. In Planning and Economic Development, new docking facilities were constructed and will open before the end of this calendar year. Therefore, \$150,000 has been added for staffing needs, custodial services, submerged land leases, and utilities. In 1996, voters approved a Parks Bond to improve park facilities in the City. Phase I of Holiday Park improvements (new soccer/football fields, a press box and a brand new concession area) has just been completed. In this year's budget, Parks and Recreation included almost \$94,000 for increased staffing and new equipment to maintain these improvements.

CAPITAL IMPROVEMENT PLAN 1998/99 - 2002/03

The remainder of the CIP projects are for recapitalization and reconstruction of existing facilities and infrastructure as previously mentioned. For example, out of the \$6.7 million dollars allocated for FY 98/99 General Capital Improvement Plan listed on page 160, over \$4.4 million is for projects that fit this description as outlined below:

<u>Brief Description</u>	<u>Cost</u>
-Major General Fund Buildings repair such as roof, mechanical, and electrical replacements as well as exterior waterproofing and repainting.	\$ 850,000
-Waterways Dredging of City manmade waterways.	45,000
-Annual replacement, repair, and/or maintenance of Curbs and Gutters-\$45,000; Streetlights-\$75,000; Bridges-\$200,000; Street Resurfacing-\$1,000,000; Seawalls-\$75,000; and Sidewalks-\$260,000.	1,655,000
-Marine Facilities-piling and fender repair, sandblasting, gunite repair, finder bumpers, dock cleats, and signage.	45,000
-Parks and Recreation-replace bleachers and playground equipment, resurface tennis and basketball courts.	650,000
-Fire-Rescue & Police Infrastructure building and equipment recapitalization needs.	550,000
-Neighborhood and Business Capital Improvements such as landscaping, entryways, streetscapes, drainage, lighting, signage, crosswalks, etc.	350,000
-NW 15 th Avenue Roadways Improvements, Miscellaneous Roadway Safety Improvements and Transportation Projects.	<u>290,000</u>
	<u>\$4,435,000</u>

The following projects also have no operating budget impact as they are building up funds for future use such as the eventual replacement of the Executive Airport Fire Station-\$300,000; Intracoastal Waterway Dredging-\$100,000; Cordova Road Seawall Project-\$100,000; plus a CIP Reserve Account of \$160,000.

The Geographic Information System is to provide the City with greatly improved capabilities in the areas of zoning maps, land use, structure plans, public notification, street maintenance and lighting, water and sewer, and census data. Some departments have budgeted minimal dollars to purchase compatible computers but outside of that, there is no other budgetary impact for this project. Nor is there an operating budgetary impact for the other \$600,000 to replace the current AT&T System 85 telephone system. The new system won't be in place until the end of this year so next year's operating budget should see a decrease in maintenance costs due to the warranty period. All of the above described projects total almost \$6.3 million out of the \$6.75 million listed on page 160, leaving only the previously described NW/Progresso/Flagler Heights CRA with an impact to the General Fund operating budget.

As for the other funds in the CIP, the \$640,000 in the Airport CIP is for infrastructure recapitalization and improvements and the future construction of an administration building which does not impact the operating budget. Public Services' CIP projects, which includes Stormwater and Sanitation, are mostly for laying new infrastructure or replacing infrastructure, which does not impact their operating budget. The same is true for Parking's CIP as this is used for ongoing recapitalization of parking facilities.

The attached proposed five-year CIP will be presented to the City Commission in November, 1998. Final consideration and formal adoption is tentatively scheduled for the December 8, 1998 Regular Commission meeting. A separate, more detailed document (Capital Improvement Plan) includes specific information about the individual projects for all funds. See page 164 for a sample project description found in the CIP document.

GENERAL CAPITAL IMPROVEMENT PLAN

FUNDING SOURCES:	Project Number	Prior Year CIP	Proposed Five Year Capital Improvement Plan				
		1997/98	1998/99	1999/00	2000/01	2001/02	2002/03
<i>Debt Financing:</i>							
Bonded Debt (24,855,000)		\$ 2,300,000					
Revenue Bonds (Las Olas Docks)							
<i>Transfers In:</i>							
General Fund		\$ 3,500,000	\$ 3,300,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
Water & Sewer Enterprise		\$ 1,500,000	\$ 1,500,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
Sale of 101/301 Property					\$ 3,000,000	\$ 4,050,000	
Carry Forward - Completed Projects		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Parking Fund (GIS)	M-95.2	\$ 21,900	\$ 21,900	\$ 21,900			
Public Services (GIS)	M-95.2	\$ 199,440	\$ 199,440	\$ 199,440			
Airport Fund (GIS)	M-95.2	\$ 24,480	\$ 24,480	\$ 24,480			
<i>Project Transfer:</i>							
<i>Other Sources:</i>							
Debt Service Savings		\$ 350,000	\$ 1,650,000				
Airport Loan Repayment		\$ 35,900					
Interest Earnings		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Bond Interest Earnings		\$ 175,000					
Dock Revenues		\$ 107,528	\$ 107,528	\$ 107,528	\$ 107,528	\$ 107,528	\$ 107,528
Canal Dredging Assessments	T-92.6			\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
FEMA Reimbursement			\$ 105,000				
<i>Grant Funding/Shared Revenues:</i>							
County Shared Gas Tax		\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
FDOT Funds - A1A - 4+2 Expansion	T-92.2			\$ 9,240,000	\$ 6,160,000		
Cnty/State/Fedrl Funds - 7th - 9th	T-92.3			\$ 14,000,000	\$ 6,000,000		
Intracoastal Waterway Dredging	D-95.3	\$ 150,000	\$ 100,000	\$ 200,000	\$ 4,100,000		
NW/Progresso/Flagler Heights CRA	M-97.3	\$ 289,735	\$ 462,380	\$ 462,380	\$ 462,380	\$ 462,380	\$ 462,380
FDOT Funds - Streetscape - Andrews/3rd Ave	T-97.1					\$ 15,000,000	
TOTAL FUNDING SOURCES		\$ 9,953,983	\$ 8,770,728	\$ 32,605,728	\$ 28,179,908	\$ 27,969,908	\$ 8,919,908

GENERAL CAPITAL IMPROVEMENT PLAN

FUNDING USES:	Project Number	Prior Year	Proposed Five Year Capital Improvement Plan				
		CIP	1998/99	1999/00	2000/01	2001/02	2002/03
<i>Bond Costs:</i>							
Bond Debt Service - Excise / Sunshine State		\$ 1,047,990	\$ 1,906,190	\$ 1,904,110	\$ 1,903,530	\$ 1,899,030	\$ 1,899,030
Bond Debt Service - Dock Bonds		\$ 107,528	\$ 107,528	\$ 107,528	\$ 107,528	\$ 107,528	\$ 107,528
Bond Issuance Costs		\$ 24,000					
Subtotal - Bond Costs:		\$ 1,179,518	\$ 2,013,718	\$ 2,011,638	\$ 2,011,058	\$ 2,006,558	\$ 2,006,558
<i>Existing Projects:</i>							
Major General Fund Buildings	R-00.1	\$ 250,000	\$ 850,000	\$ 950,000	\$ 850,000	\$ 950,000	\$ 950,000
City Manmade Waterways Dredging	R-00.2	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Rail Crossing Recap & Reconstruction	R-00.3	\$ 45,000		\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Curb & Gutter Recap & Reconstrctn	R-00.4	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Marine Facilities Recap & Recnstrctn	R-00.5	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Prks & Recriion Infrastructure Recap	R-00.6	\$ 650,000	\$ 650,000	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000
Streetlight Recap & Reconstruction	R-00.7	\$ 100,000	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Bridge Recap & Replacement	R-00.8	\$ 210,000	\$ 200,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000
Street Resurfacing	R-00.9	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Seawall Recap & Reconstruction	R-00.10	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Sidewalk Recap & Reconstruction	R-00.11	\$ 260,000	\$ 260,000	\$ 260,000	\$ 250,000	\$ 250,000	\$ 250,000
Fire-Rescue Infrastructure Recap	R-00.12	\$ 500,000	\$ 300,000	\$ 345,000	\$ 645,000	\$ 645,000	\$ 645,000
Police Infrastructure Recapitalization	R-00.13	\$ 200,000	\$ 250,000	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000
Neighborhood Capital Improvements	R-93.1	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Business Capital Improvement Program (BCIP)	R-96.1	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
A1A - 4+2 Expansion/Realignment	T-92.2			\$ 9,240,000	\$ 6,160,000	\$ 3,400,000	
NW 7th - 9th Connector	T-92.3			\$ 14,000,000	\$ 6,000,000		
Canal Dredging - City-Wide	T-92.6			\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
Misc. Roadway Safety Improvements	T-94.1	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Speed Humps - Various Locations	T-94.4	\$ 40,000					
Traffic Study & Planning - Downtown	T-94.5	\$ 40,000					
Miscellaneous Transportation Projects	T-94.6	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Geographical Information System (GIS)	M-95.2	\$ 600,000	\$ 600,000	\$ 600,000			
New River Docks Permits and Expansion	D-92.2	\$ 50,000					
Intracoastal Waterway Dredging	D-95.3	\$ 150,000	\$ 100,000	\$ 200,000	\$ 4,100,000		
Repayment to A1A Project						\$ 953,988	\$ 800,000
Cordova Road Seawall Replacement	D-97.1	\$ 100,000	\$ 100,000				
New River Post Office Demolition	M-97.2	\$ 50,000					
NW/Progresso/Flagler Heights CRA	M-97.3	\$ 289,735	\$ 462,380	\$ 462,380	\$ 462,380	\$ 462,380	\$ 462,380
Replace Current AT&T System 85	M-97.5	\$ 600,000	\$ 600,000				
Streetscape Project-Andrews/3rd Avenue	T-97.1					\$ 15,000,000	
NW 15th Avenue	T-97.2	\$ 250,000	\$ 250,000				
Replacement of Fire Station #2	PS-98.1	\$ 2,500,000					
Replacement of Fire Station #29	PS-97.2		\$ -	\$ 550,000	\$ 950,000		
Executive Airport Fire Station	PS-98.1		\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -
Consolidated Office Space	M-97.6				\$ 3,100,000	\$ 400,000	
CIP Reserve Account		\$ 239,730	\$ 159,630	\$ 11,710	\$ 76,470	\$ 326,982	\$ 230,970
Subtotal - Existing Projects:		\$ 8,724,465	\$ 6,757,010	\$ 30,594,090	\$ 26,168,850	\$ 25,963,350	\$ 6,913,350
TOTAL FUNDING USES		\$ 9,903,983	\$ 8,770,728	\$ 32,605,728	\$ 28,179,908	\$ 27,969,908	\$ 8,919,908

AIRPORT CAPITAL IMPROVEMENT PLAN

	Project Number	Prior Year CIP	Proposed Five Year Capital Improvement Plan					
		1997/98	1998/99	1999/00	2000/01	2001/02	2002/03	
FUNDING SOURCES:								
FAA / FDOT funding		\$ 2,190,500	\$ 290,000	\$ 4,104,500	\$ 568,000	\$ 335,000	\$ 2,517,500	
Airport Enterprise Fund		\$ 200,500	\$ 350,000	\$ 775,500	\$ 818,000	\$ 315,000	\$ 382,500	
TOTAL FUNDING SOURCES		\$ 2,391,000	\$ 640,000	\$ 4,880,000	\$ 1,386,000	\$ 650,000	\$ 2,900,000	
FUNDING USES:								
Annual Aviation Facility Infrastr Recap		A-00.1 \$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
Annual Aviation Infrastr Imprvmnts		A-00.2 \$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
Helistop Noise Impact Study		A-92.11		\$ 250,000				
Airfield Improvements Fund Reserve		A-92.12 \$ 25,000		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
Airport Master Plan Update		A-92.14				\$ 150,000		
Airport Facilities Management System		A-96.1 \$ 40,000	\$ 40,000	\$ 5,000				
Taxiway Echo Ext & Bypass to Runway 08		A-96.2 \$ 576,000		\$ 5,000				
Airport Access Improvements-Phase II		A-96.4		\$ 400,000				
Eastside Access Imprvmnts-Phase III		A-96.5					\$ 2,000,000	
Noise Monitoring Enhancements-Phase II		A-96.8 \$ 150,000						
Airport Admin and Multi-Purpose Bldg		A-96.12 \$ 500,000	\$ 500,000	\$ 500,000				
NW 21 Av Realign, Drnage & Pkg. Mod.		A-96.13			\$ 326,000			
Eastside Parking and Drainage Imprvs		A-96.15			\$ 810,000			
Airport Pavement Markings		A-96.16				\$ 100,000		
Taxiway Foxtrot Relocation		A-97.1 \$ 1,000,000						
Runway/Taxiway Signs/Elect Imprmts.		A-97.2		\$ 920,000				
Rehab Runway Lighting and Elect Syst		A-98.1		\$ 2,000,000				
Install PAPI, Runway 8-26.		A-98.2		\$ 50,000				
Rehab Taxiway Lighting System		A-98.3		\$ 500,000				
Update Part 150 Noise Study		A-98.4				\$ 150,000		
Bypass Taxiways for Runway 13-31		A-98.5					\$ 400,000	
Envir Assessment for Runway 8 Ext		A-98.6					\$ 250,000	
TOTAL FUNDING USES		\$ 2,391,000	\$ 640,000	\$ 4,880,000	\$ 1,386,000	\$ 650,000	\$ 2,900,000	

COMMUNITY DEVELOPMENT BLOCK GRANT CAPITAL IMPROVEMENT PLAN

	Project Number	Prior Year CIP	Proposed Five Year Capital Improvement Plan				
		1997/98	1998/99	1999/00	2000/01	2001/02	2002/03
FUNDING SOURCES:							
Federal Grants		\$ 1,120,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
TOTAL FUNDING SOURCES		\$ 1,120,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
FUNDING USES:							
NW/Flagler/Progresso CRA Improvements		M-CD-00.3 \$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Lauderdale Manors Neighbrhd Improvmnts		M-CD-97.1 \$ 120,000					
TOTAL FUNDING USES		\$ 1,120,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000

PUBLIC SERVICES CAPITAL IMPROVEMENT PLAN

	Project Number	Prior Year	Proposed Five Year Capital Improvement Plan				
		CIP	1998/99	1999/00	2000/01	2001/02	2002/03
FUNDING SOURCES:		1997/98					
Regional Funding:							
Regional R & R Transfer		\$ 745,000	\$ 745,000	\$ 860,000	\$ 860,000	\$ 610,000	\$ 610,000
Non-Regional Funding:							
Operating Fund Transfer		\$ 11,500,000	\$ 14,141,200	\$ 14,500,000	\$ 14,500,000	\$ 15,000,000	\$ 15,000,000
Interest Earnings		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Cancelled/Closed Projects		\$ 1,700,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
TOTAL FUNDING SOURCES		\$ 14,945,000	\$ 15,986,200	\$ 16,460,000	\$ 16,460,000	\$ 16,710,000	\$ 16,710,000
FUNDING USES:							
Deep Injection Wells - FDEP Consent Agreement	U-92.1			\$ 250,000	\$ 250,000		
Process Control and Administration	U-92.2	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
Water Distribution System Recap	U-00.3	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Large Water Transmission Mains & Storage	U-92.4	\$ 2,000,000	\$ 1,500,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Fiveash Water Treatment Plant	U-92.5	\$ 1,250,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Peele/Dixie Water Treatment Plant	U-92.6	\$ 750,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000
Wastewater Pumping Station Recapitalization	U-00.7	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 850,000	\$ 850,000
Wastewater Force Main Recapitalization	U-92.8	\$ 1,000,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Wastewater System Recapitalization	U-00.9	\$ 2,700,000	\$ 2,741,200	\$ 2,600,000	\$ 2,600,000	\$ 3,000,000	\$ 3,000,000
Central Regional Wastewater System - R & R	U-00.12	\$ 745,000	\$ 745,000	\$ 610,000	\$ 610,000	\$ 610,000	\$ 610,000
TOTAL FUNDING USES		\$ 14,945,000	\$ 15,986,200	\$ 16,460,000	\$ 16,460,000	\$ 16,710,000	\$ 16,710,000

STORMWATER MANAGEMENT CAPITAL IMPROVEMENT PLAN

	Project Number	Prior Year	Proposed Five Year Capital Improvement Plan				
		CIP	1998/99	1999/00	2000/01	2001/02	2002/03
FUNDING SOURCES:		1997/98					
Transfer in:							
Stormwater Fund		\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000
TOTAL FUNDING SOURCES		\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000
FUNDING USES:							
Stormwater System Recapitalization	SW-00.1	\$ 634,000	\$ 634,000	\$ 634,000	\$ 634,000	\$ 634,000	\$ 634,000
New Stormwater Management Facilities	SW-93.2	\$ 706,000	\$ 706,000	\$ 706,000	\$ 706,000	\$ 706,000	\$ 706,000
TOTAL FUNDING USES		\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000	\$ 1,340,000

SANITATION CAPITAL IMPROVEMENT PLAN

	Project Number	Prior Year	Proposed Five Year Capital Improvement Plan				
		CIP	1998/99	1999/00	2000/01	2001/02	2002/03
FUNDING SOURCES:		1997/98					
Transfer in:							
Sanitation Fund		\$ 190,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
TOTAL FUNDING SOURCES		\$ 190,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
FUNDING USES:							
Sanitation Facility Recapitalization	S-97.1	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Trash Transfer Station	S-97.2	\$ 15,000					
Sanitation Facility Recapitalization	S-97.1	\$ 150,000					
TOTAL FUNDING USES		\$ 190,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000

GENERAL INFORMATION

INTRODUCTION

The City of Fort Lauderdale is situated on the southeast coast of Florida, centrally located between Miami and Palm Beach. Encompassing more than 33 square miles with a population of 150,175, Fort Lauderdale is the largest of Broward County's 29 municipalities and serves as the county seat. Embraced by the Atlantic Ocean and enhanced by a myriad of inlets, the City visually more than lives up to its designation as the "Venice of America." If beauty and a semi-tropical climate were the only factors that counted, Fort Lauderdale would be ranked among a stellar group of urban areas. However, the City's attributes go far beyond its natural splendors.

The world famous Fort Lauderdale Beach, which underwent a \$26 million renovation, is now home to an array of sidewalk cafes, clubs, shops and boutiques including the popular Beach Place retail and entertainment complex. Featuring the City's award winning wavewall and signature beach front promenade, Fort Lauderdale Beach is punctuated by lush landscaping and decorative lighting that accentuate the many moods of the Atlantic Ocean.

Three miles inland is downtown Fort Lauderdale's Riverwalk, a \$12.5 million, brick-paved linear park which winds along the New River and attracts more than 1.5 million visitors each year. Riverwalk has emerged as the hub of Fort Lauderdale's arts, science and cultural scene featuring such amenities as the Broward Center for the Performing Arts, Museum of Discovery and Science, Blockbuster IMAX Theater, Museum of Art and the new Las Olas Riverfront retail, restaurant and entertainment center.

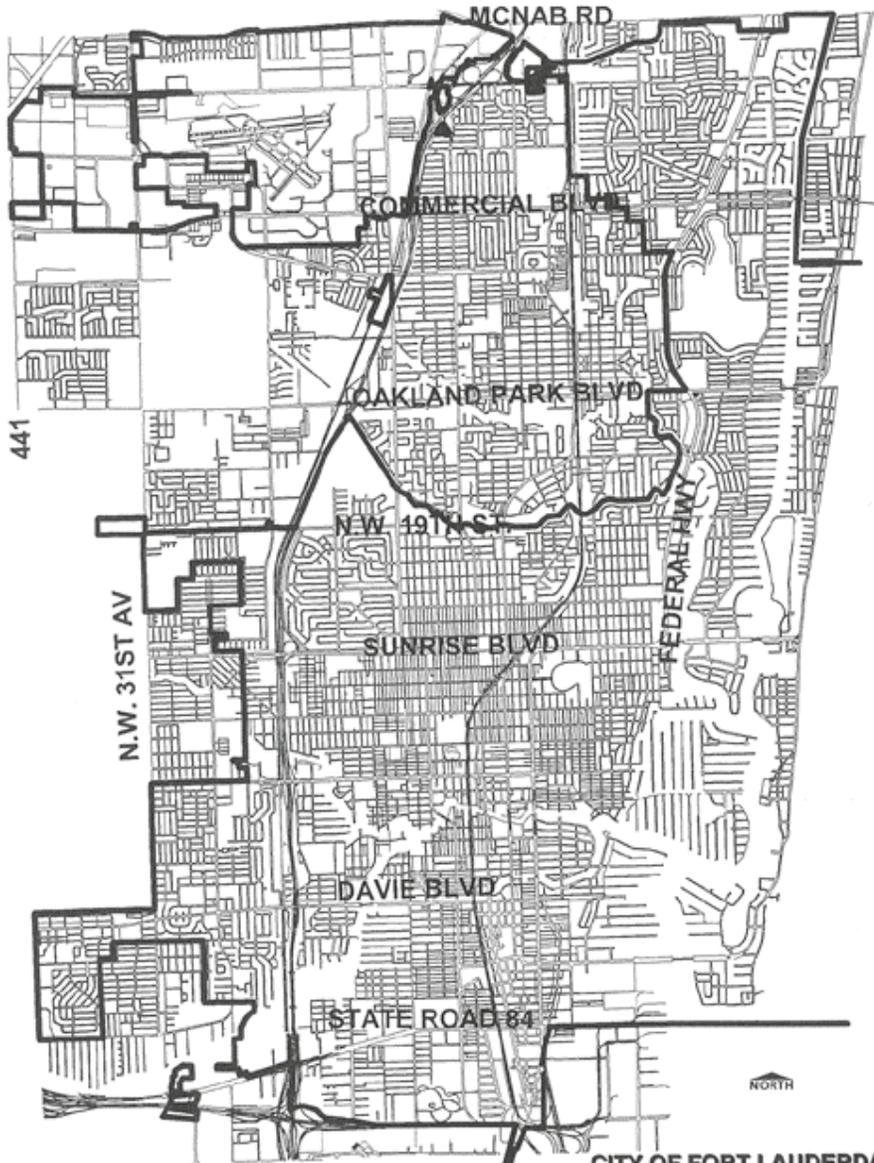
Downtown Fort Lauderdale's Central Business District continues to experience rapid growth, fueled by numerous office, residential, commercial and mixed-use projects in various stages of development. In addition to its prominent corporate and financial institutions, the area is home to Broward Community College, Florida Atlantic University, Florida International University, the national award winning Broward County Main Library, federal, county and school district offices.

A gentle climate, spectacular natural setting and educational, cultural and entertainment facilities all combine to make Fort Lauderdale the focal point of Broward County. With more than 1.3 million residents, Broward is the 20th largest county in the United States. In a larger geographic context, South Florida's tri-county area, composed of Dade, Broward and Palm Beach counties, has a combined consumer market of more than 4 million people, accounting for 31% of Florida's population.

Corporate executives remain enthusiastic about Fort Lauderdale as evidenced by the increasing number of domestic and international businesses that have moved their corporate and Latin American headquarters to the City. Companies appreciate the City's accessibility, satisfying lifestyle, well-educated labor pool and advanced communication technologies. The supportive business environment created by the City's public and private sector leaders, enables businesses to prosper.

Fort Lauderdale has received numerous national awards and designations and has consistently ranked as one of the nation's most desirable cities, according to *Money* magazine's annual survey of the "Best Places to Live in the United States."

The culmination of Fort Lauderdale's infrastructure improvements, coupled with hundreds of millions of dollars in private sector investment, has enabled the City to successfully transform itself into a year round leisure destination for families, domestic and international visitors, as well as a world class business center for finance, commerce and international trade.



CITY OF FORT LAUDERDALE
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
CORPORATE LIMITS UPDATED JAN 1997

GENERAL INFORMATION

FORT LAUDERDALE STATISTICS AND DEMOGRAPHIC DATA

Date of Incorporation:	March 27, 1911	
Date of Charter Adoption:	1957 and 1984 (Amended)	
Form of City Government:	Commission - Manager	
Location:	Fort Lauderdale is located in the east-central portion of Broward County and shares boundaries with nine other municipalities, as well as unincorporated areas of the County. Its eastern boundary is the Atlantic Ocean. The City is 23 miles north of Miami and 42 miles south of Palm Beach. Encompassing more than 33 square miles with a 1998 updated census population of 150,175, Fort Lauderdale is the seventh largest city in Florida and the largest municipality in Broward County.	
Recreation Facilities:	Miles of Public Beach	7
	Boats Slips, Moorings	207
	Miles of Navigable Waterways	85
	Acres of Public Parks	943
	War Memorial Auditorium Seats	2,110
	Baseball Stadium Seats	8,340
	Municipal Swimming Pools	8
	Parks/Facilities	83
	Tennis, Basketball, Shuffleboard	464
	Handball and Racquetball Courts	
Infrastructure:	City Buildings	112
	Miles of Sidewalks	312
	Miles of Streets	497
	Miles of Sanitary Sewers	337
	Miles of Storm Drainage	128
	City Bridges	51
	Wastewater Pumping Stations	133
	Fire Stations	12
	Fire Hydrants	4,700
	City Maintained Parking Spaces	8,969
	City Garages	3
	Cemeteries	3
Socio-Economic Data:	Average Household Size	2.14
	Average Household Income	\$48,292
	Medium Family Income	\$34,010

GENERAL INFORMATION

Selected Population and Housing Characteristics

Based on 1990 US Census Data

Total Population (1990)	149,377	Total Household by Type	66,440
• October 1998 (Estimate)	150,175	Total Family Households	34,127
			51.4%
Sex		• Married-Couples Families	23,794
• Male	75,312	• Other: Male Householder	2,818
• Female	74,065	• Other: Female Householder	7,515
Age		Total Non-Family Households	32,313
• Under 5 years old	9,084		48.6%
• 5 to 17 years	18,972	People Living in Households	144,355
• 18 to 20 years	5,025	Persons Per Household	2.7
• 21 to 24 years	7,794		
• 25 to 44 years	51,934	Group Quarters	
• 45 to 54 years	15,864	People Living in Group Services Facilities	5,022
• 55 to 59 years	6,695	• Institutionalized People	3,661
• 60 to 64 years	7,447	• Other	1,361
• 65 to 74 years	13,658		
• 75 to 84 years	9,553	Race and Origins of Household	
• 85 years and over	3,351	Total Occupied Housing Units	66,440
Median Age	37.3	• White	52,736
Under 18 Years Old % of Total Population	18.8%		79.3%
65 Years and Over % of Total Population	17.8%	• Black	12,614
			19%
Race and Origins		• American Indian, Eskimo, Aleut	116
• White	103,980	• Asian, Pacific Islander	448
	69.6%		0.7%
• Black	41,995	• Other Races/Origins	536
	28.1%		0.8%
• American Indian, Eskimo, Aleut	321	• Hispanic Origin	3,748*
• Asian, Pacific Islander	1,297		5.6%*
	0.9%		
• Other Races	1,784		
	1.2%		
• Hispanic Origins	1,068*		
	7.2%*		

*These numbers and percentages are included in the categories of White and Black.

GENERAL INFORMATION

A Desirable City for Successful Business

MAJOR CORPORATIONS AND EMPLOYERS:

- Alamo Rent A Car
- Allied Signal
- AT&T
- AutoNation USA
- BellSouth
- Certified Vacations
- Citicorp
- Citrix Systems
- Dana Corporation
- Extended Stay America
- Galaxy Latin America
- Hatteras of Lauderdale
- Hewlett-Packard
- Interim Services
- Microsoft
- Morse Operations
- Motorola
- Omnipoint
- Republic Industries
- South African Airways
- SportsLine USA
- Sun-Sentinel
- Templeton Investments
- Vacation Break USA

Multi-Modal Transportation Hub

ACCESSIBLE LOCATION ADVANTAGES:

- Centrally located in Broward County and in the southeast Florida Gold Coast Region; Downtown Fort Lauderdale is within three miles of Port Everglades, Fort Lauderdale/Hollywood International Airport, I-95, I-595, Amtrak Railway and Tri-Rail.
- Less than 60 minutes from Miami and Palm Beach International Airports, offering incomparable access to national and international markets including Latin American, the Caribbean, Canada, Europe and the Pacific Rim.

AIR:

- Fort Lauderdale/Hollywood International Airport
 - 12 million passengers each year; 22 million anticipated by the year 2012
 - Averages 450 flights daily serving 34,000 passengers
- Fort Lauderdale Executive Airport
 - Seventh busiest general aviation airport in the United States
 - Home to six full-service, fixed base operators providing fuel, maintenance and other services to more than 850 aircraft
 - Executive Airport's 200-acre Industrial Airpark contains more than 125 businesses occupying 1.3 million square-feet of office space
- Temporary Downtown Heliport
 - A new \$2 million permanent Heliport is currently under construction and scheduled to open in early 1999. The facility will serve as a transportation hub for downtown corporations.

LAND:

- Major Roadways: I-95, I-595, I-75 and Florida Turnpike
- Railway System
 - Freight carriers: Florida East Coast (FEC) Railroad and CXS Transportation
 - Passenger carriers: Amtrak and Tri-Rail (local service)

GENERAL INFORMATION

SEA - PORT EVERGLADES:

- In excess of \$3.5 billion in annual economic impact
- Five-time winner of the Grand Prix Mondial du Voyage's prestigious International Tourism Award
- Nation's second busiest passenger port serving more than 2.5 million passengers per year
- 10 modern cruise terminals, two parking garages and more than 24 cruise ships
- Deepest commercial port in the Southeast United States
- Home to Florida's first Foreign Trade Zone which receives and ships approximately \$500,000 worth of imports and exports per year
- One of the nation's top coffee ports, 12th busiest container port and second largest non-refinery petroleum storage and distribution facility

Alluring Attractions

BUSINESS ADVANTAGES:

- Pro-business government, excellent quality of life and a diverse, well-educated labor pool
- Favorable tax structure - no state or local personal income tax, no county or city sales tax, no state ad valorem, franchise or inventory tax, no gift tax
- An array of available business incentive and assistance programs for expansion, relocation and retention
- Advanced communications featuring 700 miles of fiber optic cables and state-of-the-art switching equipment for instantaneous global communications
- Downtown Fort Lauderdale is home to city and county government centers, federal and county courthouses, banks, a state regional complex and legal and professional offices
- A well-educated labor force with nearly 30% of individuals over the age of 25 holding college degrees (1990 Census)

AREA PROFILE:

- Average annual temperature of 77 degrees
- More than 3,000 hours of annual sunshine
- Designated "Yachting Capital of the World" due to City's 85 miles of navigable waterways
- Marine Industry is the second largest industry behind tourism
- Seventh most populous City in Florida: 150,175
- Median Age: 37.3
- Local transportation by water taxi, trolley, bus, taxicab, and Tri-Rail

DOWNTOWN ATTRACTIONS:

- Museum of Discovery and Science
 - The only science museum in Florida
 - 85,000 square-feet of exhibit space
 - Five-story Blockbuster IMAX Theater - the only one of its kind in Florida
 - \$30.6 million facility
- Broward Center for the Performing Arts
 - Two acoustically perfect theaters
 - \$55 million project

GENERAL INFORMATION

- Museum of Art
 - Permanent home of a \$6 million collection including CoBrA, Pre-Columbian and West African art, as well as 20th Century paintings
- Riverwalk
 - A 1.5-mile linear park along downtown's New River with brick walkways, lush tropical greenery and pedestrian amenities
 - Attracts more than 1.5 million visitors each year
 - Home to guided waterway tour boats

SPORTS:

- Florida Panthers Hockey Headquarters
- NFL Alumni
- International Swimming Hall of Fame Aquatic Complex
- Whitbread Round the World Yacht Race - 1990, 1994 and 1998 North American stopover
- Spring training home of Major League Baseball's Baltimore Orioles

TOURISM:

- Greater Fort Lauderdale's leading industry
- Hosted 6.4 million tourists in 1997 who spent more than \$3.64 billion
- Hotel occupancy rate reached an all-time high of 71.4% in 1997
- Attracted 1.5 million international visitors, 459,257 Canadian visitors and 335,909 Latin American visitors

Higher Education

- Art Institute of Fort Lauderdale
- Broward Community College
- Emery-Riddle Aeronautical University
- Fort Lauderdale College
- Florida Atlantic University
- Florida International University
- Nova Southeastern University

Professional Health Care

PUBLIC HOSPITALS:

- Broward General Medical Center
- Imperial Point Medical Center

PRIVATE HOSPITALS:

- Cleveland Clinic Florida and Cleveland Clinic Hospital
- Holy Cross Hospital
- North Ridge Medical Center
- Vencor Hospital/Fort Lauderdale

GENERAL INFORMATION

Labor and Industry

FORT LAUDERDALE METROPOLITAN STATISTICAL AREA:

- Labor Force 775,380
- Employed 741,263
- Unemployed 34,117
- Unemployment Rate 4.4% (September 1998)
- Greater Fort Lauderdale's Major Industries

<u>Industry</u>	<u>Number of Firms</u>
Services	17,100
Retail Goods/Trade	8,023
Wholesale Goods/Trade	4,140
Construction	3,747
Finance, Insurance, Real Estate	3,738
Manufacturing	1,755
Transportation, Communications	1,495
Agriculture/Fishing	876
Printing/Publishing	422

Property Tax Millage Rates*
All Overlapping Governments
Ten Fiscal Years

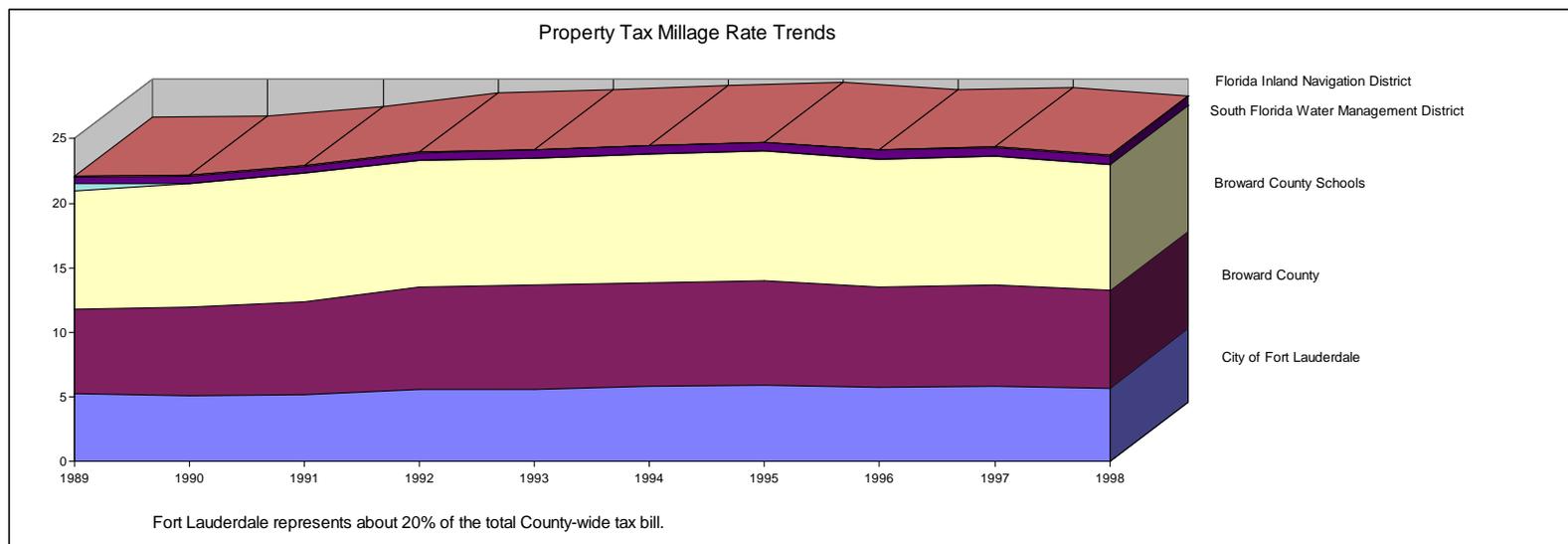
Tax Roll	FORT LAUDERDALE			BROWARD COUNTY					SPECIAL DISTRICTS**					
	OPERATING	DEBT SERVICE	TOTAL CITY	BROWARD COUNTY	BROWARD COUNTY SCHOOLS	PORT EVERGLADES AUTHORITY	S. FLORIDA WATER MGMT. DISTRICT	FLA. INLAND NAVIGATION DISTRICT	TOTAL CITYWIDE	DOWNTOWN DEV. AUTH.	DEBT SERVICE	N. BROWARD HOSPITAL DISTRICT	HILLSBORO INLET	SUNRISE KEY NEIGH. DIST.
1989	4.5872	0.6133	5.2005	6.6058	9.1218	0.5700	0.5470	0.0370	22.0821	0.6630	1.4310	2.5000	0.1375	
1990	4.5274	0.5781	5.1055	6.8329	9.6086		0.5470	0.0550	22.1490	0.5590	1.5050	2.5000	0.1253	
1991	4.6245	0.5248	5.1493	7.2275	9.9258		0.5470	0.0530	22.9026	0.5370	1.5050	2.5000	0.1201	
1992	5.0257	0.5394	5.5651	7.9618	9.8310		0.5470	0.0520	23.9569	0.5650	1.2520	2.4890	0.122	1.0000
1993	5.0536	0.5115	5.5651	8.1327	9.8197		0.5970	0.0510	24.1655	0.6033	1.3380	2.4753	0.1195	1.0000
1994	5.2485	0.5375	5.786	8.0343	10.0259	***	0.5970	0.0490	24.4922	0.6262	1.3708	2.4459	0.1163	1.0000
1995	5.3907	0.5162	5.9069	8.1165	10.0366		0.6470	0.0400	24.7470	0.6464	1.3823	2.4327	0.1142	1.0000
1996	5.2570	0.4803	5.7373	7.7524	9.9420		0.6720	0.0380	24.1417	0.6345	1.3668	2.4200	0.1112	1.0000
1997	5.0633	0.7576	5.8209	7.8380	9.9745		0.6970	0.0500	24.3804	0.8007	0.9878	2.4087	0.1071	1.0000
1998	5.0062	0.6671	5.6733	7.5710	9.7256		0.6970	0.0470	23.7139	0.8007	0.9878	2.5000	0.1071	1.0000

*State Law requires all counties to assess at 100% valuation, and limits millage for operating purposes to ten mills except school districts.

**Special Districts are taxing entities that levy taxes on limited areas within the City of Fort Lauderdale limits.

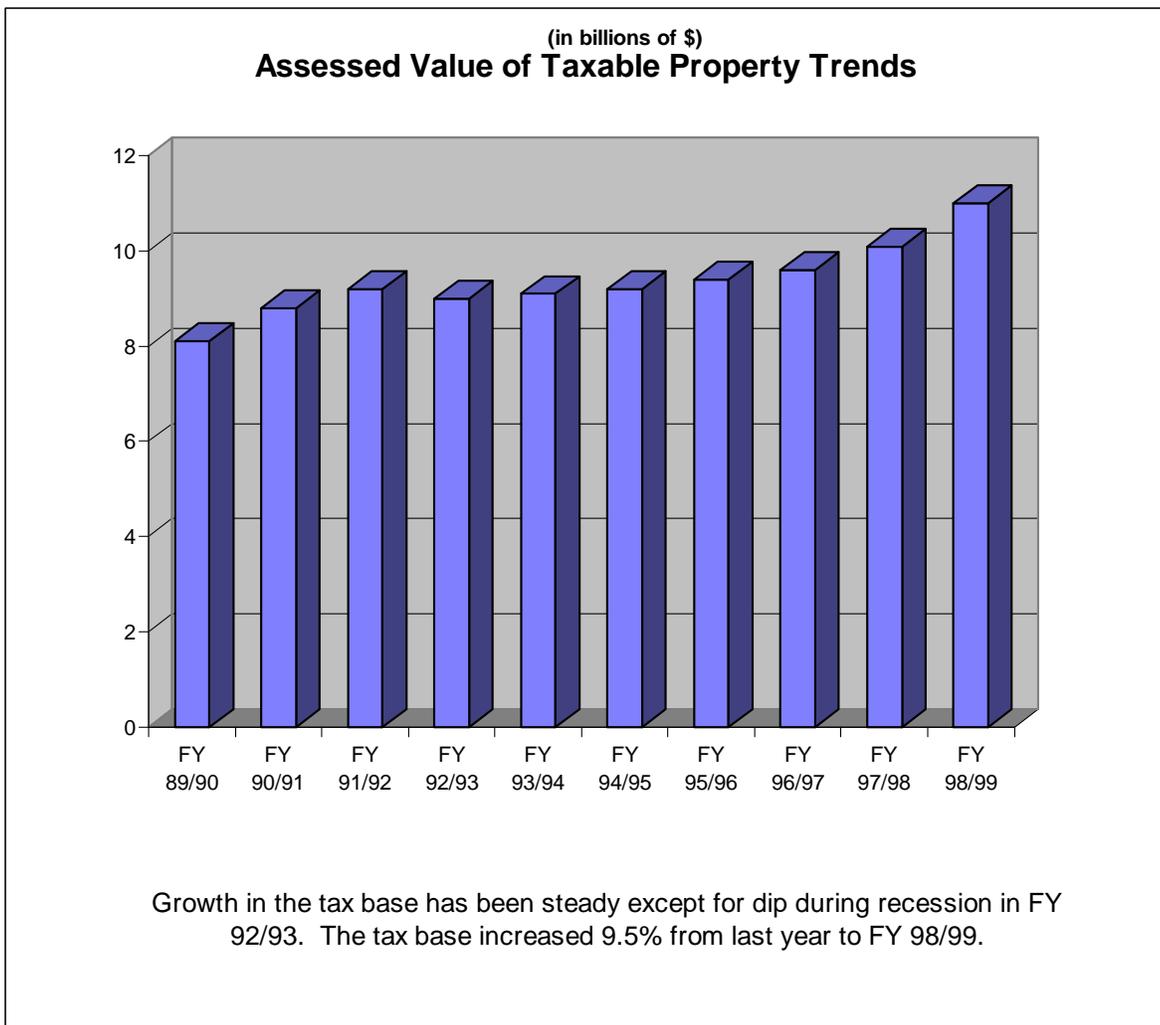
***Absorbed by Broward County in 1994.

source: Broward County Property Appraiser



ASSESSED VALUE OF TAXABLE PROPERTY LAST TEN YEARS

Fiscal Year Ended	Taxable Assessed Value
9/30/90	8,129,428,863
9/30/91	8,758,469,188
9/30/92	9,219,741,711
9/30/93	8,986,150,191
9/30/94	9,059,847,107
9/30/95	9,204,530,702
9/30/96	9,375,691,485
9/30/97	9,635,986,462
9/30/98	10,148,684,675
9/30/99	11,041,122,687



NOTICE OF PROPOSED TAX INCREASE

The City of Fort Lauderdale has tentatively adopted a measure to increase its property tax levy.

Last year's property tax levy:

- A. Initially proposed tax levy \$ 51,428,526
- B. Less tax reductions due to Value Adjustment Board \$ 345,700
- C. Actual property tax levy \$ 51,082,826

This year's proposed tax levy:

\$ 55,318,307

All concerned citizens are invited to attend a public hearing on the tax increase to be held

on

Wednesday, September 23, 1998
6:00 P.M.

at
100 North Andrews Avenue, Commission Chambers
Fort Lauderdale, Florida 33301

A FINAL DECISION on the proposed tax increase
and the budget will be made at this hearing.

BUDGET SUMMARY CITY OF FORT LAUDERDALE FISCAL YEAR 1998-99

THE PROPOSED OPERATING BUDGET EXPENDITURES OF
THE CITY OF FORT LAUDERDALE ARE 5.4 % MORE THAN
LAST YEAR'S TOTAL OPERATING EXPENDITURES.

CASH BALANCE BUDGET FORWARD	ESTIMATED RECEIPTS	General Fund	Special Revenue	Debt Service	Enterprise	Internal Service Funds	Total All Funds
1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Ad Valorem Taxes-Operating	52,115,822	52,115,822	-	-	-	-	52,115,822
Ad Valorem Taxes-1997 Bonds	4,022,545	4,022,545	-	-	-	-	4,022,545
Ad Valorem Taxes-1997 Bonds	3,465,369	3,465,369	-	-	-	-	3,465,369
Ad Valorem Taxes-Sunrise Key	42,027	42,027	-	-	-	-	42,027
Franchise Fees	22,107,280	-	-	-	-	-	22,107,280
Intergovernmental	2,522,238	-	-	-	-	-	2,522,238
Charges for Services	17,282,996	219,919	-	-	-	5,000	17,502,915
Fees and Fines	16,411,887	172,822	127,225	-	84,048,118	5,000	16,737,942
Other Financing Sources	18,328,182	-	-	11,964,309	7,156,218	1,884,480	38,333,129
Internal Services	29,850,726	-	-	-	-	29,850,726	29,850,726
TOTAL RECEIPTS AND OTHER FINANCING SOURCES	139,235,827	5,812,532	11,217,135	93,082,827	21,720,192	21,720,192	203,078,603
EXPENDITURES	144,653,028	2,617,422	13,784,124	127,658,478	37,584,924	-	244,697,116
General Government Services	22,238,271	364,814	53,311,104	-	-	-	75,814,189
Police Department	5,144,308	-	-	-	42,171,878	-	47,316,186
Public Works Department	2,219,805	-	-	-	8,619,313	-	10,839,118
Transportation	2,353,480	287,490	-	-	-	-	2,640,970
Culture and Recreation	22,290,137	6,483,291	-	-	-	-	28,773,428
Other Non-Operating Expenditures	19,742,185	-	-	-	8,123,614	-	27,865,799
Internal Services	194,353,028	3,965,815	11,315,124	108,825,342	33,417,218	23,427,218	271,883,745
TOTAL EXPENDITURES	47,745	47,745	458,826	18,685,088	4,175,071	-	23,335,630
TOTAL APPROPRIATED EXPENDITURES	144,653,028	2,617,422	13,784,124	127,658,478	37,584,924	-	244,697,116

THE TENTATIVE ADOPTED AND/OR FINAL BUDGETS ARE ON FILE IN THE
OFFICE OF THE ABOVE MENTIONED BOARD AUTHORITY AS A PUBLIC RECORD.

CERTIFICATION
I certify this to be a true and correct
copy of the record of the City of Fort
Lauderdale, Florida.

WITNESSETH my hand and official seal of
the City of Fort Lauderdale, Florida, this
the 24 day of September, 19 98
J. M. [Signature] Asst. City Clerk

ORDINANCE NO. C-98-56

AN ORDINANCE ADOPTING THE APPROVED BUDGET OF
THE CITY OF FORT LAUDERDALE, FLORIDA FOR THE
FISCAL YEAR BEGINNING OCTOBER 1, 1998, AND
ENDING SEPTEMBER 30, 1999.

WHEREAS, pursuant to applicable provisions of law, the City Commission of the City of Fort Lauderdale on September 9, 1998 adopted a tentative budget for the City of Fort Lauderdale for the fiscal period beginning October 1, 1998 and ending September 30, 1999, and determined the amount of available funds on hand, the estimated revenues, and appropriated amounts for the support of the various operations of the City for such fiscal period; and

WHEREAS, such tentative budget so determined and adopted was published according to law, together with a notice fixing the time for hearing of objections to such tentative budget as September 23, 1998 at 6:00 P.M. in the City Commission Room, City Hall, 100 North Andrews Avenue, Fort Lauderdale, Florida; and

WHEREAS, the public hearing aforementioned was conducted on September 23, 1998; and

WHEREAS, said public hearing has been held as stated above and comments from the public concerning said budget have been heard and considered;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF FORT LAUDERDALE, FLORIDA:

SECTION 1. That the tentative budget, determined and adopted by the City Commission, as shown on Exhibit "A" titled "CITY OF FORT LAUDERDALE APPROVED BUDGET FISCAL YEAR 10/01/98 - 9/30/99", attached hereto and made a part hereof, is hereby adopted and approved as the budget of the City of Fort Lauderdale for the fiscal period beginning October 1, 1998 and ending September 30, 1999.

SECTION 2. That any unappropriated free balance remaining at the end of the fiscal year 1997-1998 shall be appropriated to a contingency reserve for fiscal year 1998-1999.

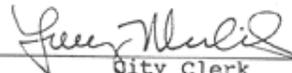
SECTION 3. That during the course of the 1998-1999 fiscal year the City Commission may transfer budgeted amounts from one department, division, fund or project to another department, division, fund or project in accordance with Section 9.04 of the City Charter.

PASSED FIRST READING this the 9th day of September, 1998.
PASSED SECOND READING this the 23rd day of September, 1998.



Mayor
JIM NAUGLE

ATTEST:



City Clerk
LUCY MASLIAH

GLOSSARY OF TERMS

Ad Valorem Taxes	Property taxes calculated as a percentage of the value of real or personal property. The percentage is expressed in mills (thousandths of dollars).
Appropriation	The City Commission's legal authorization for the City to make expenditures and incur obligations.
Assessed Valuation	The County Property Appraiser's estimation of the Fair Market Value of real estate or other property. This valuation is used to determine taxes levied upon the property.
Budget	A statement of the City's financial position for a specific period of time (fiscal year) based on estimates of expenditures during the period and proposals for financing them. Also, the amount of money available, required, or assigned for a particular purpose.
Capital Outlay	Outlays for the acquisition of or addition to fixed assets which are durable in nature and cost at least \$500. Such outlays are charged as expenditures through as individual department's operating budget and do not include those provided for in the Capital Improvement Plan (see capital projects).
Capital Projects	Any program, project, or purchase with a useful life span of ten years and a cost of at least \$5,000; or major maintenance and repair items with a useful life span of five years.
Carryforward	Fund balances that are "carried forward" into the next fiscal year.
CDBG	Acronym for "Community Development Block Grant".
CFS	Acronym for "Calls For Service" in the Police Department.
Comprehensive Plan	A method to utilize and strengthen the existing role, processes and powers of local governments to establish and implement comprehensive planning programs which guide and control future development.
Contingency	A budgetary reserve set aside for emergency or unanticipated expenditures. The City Commission must approve all contingency expenditures.
CRA	Acronym for "Community Redevelopment Agency", a special taxing district.
Debt Proceeds	Revenue derived from the sale of bonds.
Debt Service Funds	Funds created to pay for the principal and interest of all bonds and other debt instruments according to a predetermined schedule.
Development Review Committee (DRC)	The DRC is comprised of representatives from the Planning & Economic Development, Fire-Rescue & Building, Police, and Public Services departments. It facilitates the review of plans for private development to ensure quality design and compatibility with existing residential and commercial development.

GLOSSARY OF TERMS

Direct Debt	Debt which the City has incurred in its own name or assumed through the annexation of territory or consolidation with another governmental unit.
Encumbrances	Commitments of funds for contracts and services to be performed. When encumbrances are recorded, available appropriations are correspondingly reduced.
Enterprise Funds	Funds established to account for operations which are financed and operated in a manner similar to private enterprises. The intent is that the expense of providing goods or services to the public on a continuing basis (including depreciation) be financed or recovered primarily through user fees.
EPA	Acronym for “Environmental Protection Agency”.
Estimated Revenues	Projections of funds to be received during the fiscal year.
Expenditures	Cost of goods delivered or services provided, including operating expenses, capital outlays, and debt service.
FDLE	Acronym for “Florida Department of Law Enforcement”.
Fiscal Year	The 12 month period to which the annual budget applies. The City’s fiscal year begins on October 1 and ends September 30.
Franchise Fees	Fees levied by the City in return for granting a privilege which permits the continual use of public property such as city streets, and usually involves the elements of monopoly and regulation.
FTE	Acronym for “Full Time Equivalent” which refers to the number of full time employees plus all part time and seasonal employees pro-rated to full time increments.
FTZ	Acronym for “Foreign Trade Zone”.
Fund	A fiscal and accounting entity with a self balancing set of accounts recording cash and other financial resources along with all related liabilities and residual equities or balances and related changes. These accounts are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
Fund Balance	Fund equity for governmental and trust funds which reflect the accumulated excess of revenues and other financing sources over expenditures and other uses for general governmental functions.
General Fund	The fund used to account for all financial resources except those required to be accounted for in another fund.
GFOA	Acronym for “Government Finance Officers Association”.

GLOSSARY OF TERMS

GOB	Acronym for “General Obligation Bond”.
HOPWA	Acronym for “Housing Opportunities For Persons With Aids”.
Intergovernmental Revenues	Funds received from federal, state, and other local governmental sources in the form of grants, shared revenues, and payments in lieu of taxes (P.I.L.O.T.).
Internal Service Funds	Funds established for the financing of goods or services provided by one department to other departments within the City on a cost-reimbursement basis. Examples are the Vehicle Rental, Central Service, and City Insurance funds.
Millage Rate	One mill equals \$1.00 of tax for each \$1,000 of property value. The millage rate is the total number of mills of tax assessed against this value.
MIU	Acronym for “Metropolitan Intelligence Unit”.
Non-Self-Supported Debt	Bonds for whose payment the full faith and credit of the City or a specific general revenue is pledged. This debt is payable from property taxes and other general revenue. Excise Tax Bonds are an example of this type of debt.
NPDES.	Acronym for “National Pollution Discharge Elimination System”.
Overlapping Debt	The proportionate share of the debts of local governmental units located wholly or in part within the limits of the City (such as the County and School Board) which must be borne by property owners within the City.
P.I. L.O.T.	Acronym for “Payment In Lieu Of Taxes”.
PSA	Acronym for “Public Safety Aide”.
RPA	Acronym for “Requisition Purchase Order Payment Authorization”.
Revenue	Additions to assets which do not increase any liability or represent the recovery of an expenditure; do not represent the cancellation of certain liabilities or decreases in assets; and do not represent contributions of fund capital in enterprise and internal service funds.
Revised Budget	A department’s authorized budget as modified by Commission action, through appropriation transfers from contingency, or transfers from or to another department or fund.
RFP	Acronym for “Request for Proposals”.
Rollback Rate	The millage necessary to raise the same amount of ad valorem tax revenue as the previous year, excluding taxes from new construction.
Roll-Up Costs	The full year’s financial commitments made in the prior year.

GLOSSARY OF TERMS

User Fee	Charges for specific services provided only to those paying such charges. Examples would be sewer service charges and dock fees.
Utility Taxes	Municipal charges levied by the City on every purchase of a public service within its corporate limits, including electricity, gas, fuel oil, water, and telephone service.

INDEX

A

Affirmative Action.....96-97
Athletic Field Maintenance.....115

B

Budget Coordinators.....32-33, 182
Budget Advisory Board.....29, 32
Budget Workshop.....32,
38
Bulk Trash Collections.....24,
55

C

Central Accounting.....100-102
Central
Stores.....76
Citizen
Survey.....7
City Prosecutor.....86-
87
Code Enforcement.....8, 12, 14, 106, 110-111
Commission Support.....13, 91-
93
Community Redevelopment.....1, 24, 97-98, 110
Community Policing.....10
Community Services Board.....3, 21, 38
Cooperative Association Labor/.....10, 13, 25, 120
Management (CALM)
Cost of Living Adjustments.....14-15, 23

D

Distribution and Collection.....143-145
Downtown Development Authority.....8, 10

E

Economic Development Advisory Bd.....2, 21, 38
Emergency Medical Services.10-11, 14, 106-107
Engineering & Project Mgmt.....142, 152-153
Environmental Resources.....142, 149-150
Executive Airport.....2, 27-28, 62-63, 126-127

F

Facilities Maintenance.....143, 150-151

Fire-Rescue Operations.....11, 106, 108-110
Fort Lauderdale Beach.....1, 9, 115, 120-121, 165

G

Geographic Information System.....20, 81, 120

I

Information Systems.....10, 76, 81-82
International Relations.....12
International Swimming Hall of Fame....114, 117
Internal Audit.....96,
98

L

Large User Agreements.....26
Lifeguards.....
1
Lot Clearing.....24,
55

M

Marine Facilities.....10, 130-131
Marketing & Public Information....124, 128-129
Metro Intelligence Unit.....134
Mills Pond
Park.....9

P

Parking System....10, 19, 26-27, 60-61, 76, 78-81
Parks Bond.....2, 13, 117-
118
Personnel.....76-
78
Planning Services.....12, 21, 124, 129-130
Police
Communications.....10
Police Legal Services.....86-
87
Print
Shop.....76
Productivity.....9-10,
13
Property.....4-6, 9, 13, 16-18, 32-33, 38, 173-174

INDEX

Tax	Vision Statement.....36, 97
Public Hearings.....1, 15, 175	
Purchasing.....76, 82- 83	
R	W
Radio	War Memorial Auditorium.....9, 114
Shop.....76	Water and Sewer Treatment.....143, 145-147
Recycling.....24, 55	Wingate Landfill Site.....10, 24, 54-55
Refuse Collection.....24, 55	
Research and Budget.....100, 104	
Risk Management.....100, 102-103	
Riverwalk.....9, 13, 115, 165	
S	
Social/Cultural/Promotional Groups.....22-23	
Street Cleaning.....24, 55	
T	
Technology.....10-11, 13, 108, 121	
Teen Programming.....12, 21	
Traffic Calming.....3, 12, 23	
Trash Transfer Station.....24, 55	
Treasury.....100, 103- 104	
Trees.....13, 115, 119- 120	
U	
Unions.....6, 14- 15	
V	
Vehicle Maintenance.....76, 79-80	